

U.S. ARMY MEDICAL RESEARCH and MATERIEL COMMAND



*OPERATION JOINT GUARD  
(SFOR) BOSNIA*

*ASSESSMENT of OPERATIONAL STRESS and  
ADAPTIVE COPING MECHANISMS of SOLDIERS*

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19990318 045

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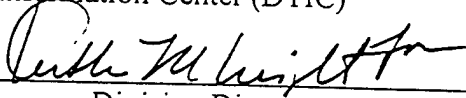
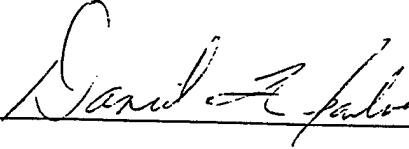
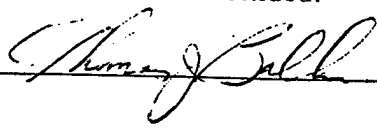
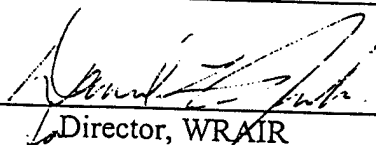
REPORT DOCUMENTATION PAGE			Form Approved OA'S No. 0704-0188	
<small>Public reporting burden for this collection of information is estimated to average 1 hour per response, including the time for reviewing instructions, searching existing data sources, gathering and maintaining the data needed, and completing and reviewing the collection of information. Send comments regarding this burden estimate or any other aspect of this collection of information, including suggestions for reducing this burden, to Washington Headquarters Services, Directorate for Information Operations and Reports, 1215 Jefferson Davis Highway, Suite 1204, Arlington, VA 22202-4302, and to the Office of Management and Budget, Paperwork Reduction Project (0704-0188), Washington, DC 20503.</small>				
1. AGENCY USE ONLY (Leave blank)		2. REPORT DATE Mar 98	3. REPORT TYPE AND DATES COVERED Bosnia DTIC (Jun 96- Apr 97)	
4. TITLE AND SUBTITLE Operation Joint Guard (SFOR) Bosnia: Assessment of Operational Stress and Adaptive Coping Mechanisms of Soldiers			5. FUNDING NUMBERS	
6. AUTHOR(S) MAJ Spencer J. Campbell, Ph.D. CPT Darren R. Ritzer, Ph.D. SGT John N. Valentine and COL Robert K. Gifford, Ph.D.				
7. PERFORMING ORGANIZATION NAME(S) AND ADDRESS(ES) Walter Reed Army Institute of Research Washington, D.C. 20307-5100			8. PERFORMING ORGANIZATION REPORT NUMBER	
9. SPONSORING / MONITORING AGENCY NAME(S) AND ADDRESS(ES) Walter Reed Army Institute of Research Washington, D.C. 20307-5100			10. SPONSORING / MONITORING AGENCY REPORT NUMBER	
11. SUPPLEMENTARY NOTES				
12a. DISTRIBUTION / AVAILABILITY STATEMENT  <b>DISTRIBUTION STATEMENT A</b> <b>Approved for Public Release</b> <b>Distribution Unlimited</b>			12b. DISTRIBUTION CODE	
13. ABSTRACT (Maximum 200 words) Human Dimensions Research Teams (HDRT) from Walter Reed Army Institute of Research conducted 3 major studies in Bosnia during Operations Joint Endeavor and Joint Guard. The teams' mission was to assess soldiers' operational stress and psychological and physical well-being in relation to previous deployments and garrison norms using standardized measures. This report summarizes the research completed by the third team (Operation Joint Guard) The psychological status of the theater is assessed and compared to other major deployments and garrison norms. Recommendations based on the results and lessons learned are presented.				
14. SUBJECT TERMS Bosnia, Operation Joint Guard, Operation Joint Endeavor, Peacekeeping, Stress, Psychological Well-Being, Human Dimensions Research			15. NUMBER OF PAGES 67	
			16. PRICE CODE	
17. SECURITY CLASSIFICATION OF REPORT	18. SECURITY CLASSIFICATION OF THIS PAGE	19. SECURITY CLASSIFICATION OF ABSTRACT	20. LIMITATION OF ABSTRACT	

SGRD-UWI-A

JAN 98

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1. Manuscript entitled: Operation Joint Guard (SFOR) Bosnia: Assessment of Operational Stress and Adaptive Coping Mechanisms of Soldiers
2. By: MAJ. Spencer J. Campbell, Ph.D.  
CPT Darren R. Ritzer, Ph.D.  
SGT John N. Valentine  
COL Robert K. Gifford, Ph.D.
3. For Publication: Defense Technical Information Center (DTIC)
4. Recommended for clearance by:   
Division Director  
Division of Neuropsychiatry
5. Referral to: Dr. Thomas Balkin For Editorial Review  
 Deputy Director, WRAIR
6. Clearance recommended/~~not recommended~~:  
 Editorial Board Member
7. Comments/Changes: \_\_\_\_\_
8. ~~Approved~~/Disapproved for publication:   
Director, WRAIR

DEPARTMENT OF OPERATIONAL STRESS RESEARCH  
WRAIR

TITLE: Operation Joint Guard (SFOR) Bosnia: Assessment of Operational Stress  
and Adaptive Coping Mechanisms of Soldiers


AUTHORS: MAJ Spencer J. Campbell, Ph.D.  
CPT Darren R. Ritzer, Ph.D.  
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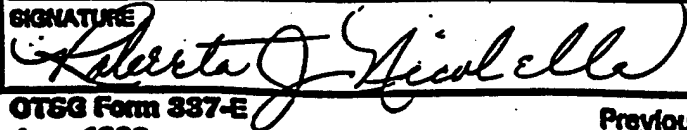
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## ACKNOWLEDGEMENTS

This research report is dedicated to the soldiers of the 1st Infantry Division, Operation Joint Guard who participated in this study. It is with deep respect that we dedicate this research report to the soldiers that made the ultimate sacrifice during Operation Joint Endeavor/Joint Guard.

The authors express sincere appreciation to the following individuals whose contributions and support made this research possible.

Many thanks to *LTC James H. Comish, ACoS, G1/AG* for his tremendous support of this mission. Without his support and the support of his staff *MSG Ricky L. Crotzer, SSG James E. Dillingham, and SSG Edward L. Garner* this mission would not have been a success.

Much appreciation to *CPT Gary W. Smith G4* for his procurement of essential mission transportation. With the support of *CPT Smith*, the HDRT- Bosnia III was mission capable in 24 hours.

Thanks to the support of *SFC Franklin* and *SFC Wilcot*, the EAGLE Base Mayors, for assigning us billeting that provided security for our computer equipment, and functioned as office space. Their support enabled us to accomplish our mission in minimum time.

*MAJ John Stuart* deserves credit for printing, preparation and assembly of 2,500 Deployment Assessment Questionnaires and 3,000 post deployment soldier and family questionnaires. Without his efforts, and the support of his staff, the mission could not have been successfully completed.

We would like to thank *Charles Hoover* for his invaluable assistance in data scanning, processing and analysis throughout this project. He also provided assistance to SGT Valentine in the design and organization of the graphics for this report.

The authors owe a debt of gratitude to *Caroline Conley* for typing and retrying this manuscript. Her positive "can do" attitude ensured completion of this project.

# OPERATION JOINT GUARD (SFOR) BOSNIA

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## EXECUTIVE SUMMARY

On 18 May, 1996, the Office of the Deputy Chief of Staff for Personnel requested that the Office of the Surgeon General of the Army deploy a Human Dimensions Research Team (HDRT) to Operation JOINT ENDEAVOR (OJE) Bosnia. The team's mission was to assess soldiers' operational stress and adaptive coping mechanisms in relation to previous deployments and garrison norms using standardized measures. The first HDRT- Bosnia I, deployed from 13 June to 2 July. The second HDRT-Bosnia II, deployed from 15 October to 3 November 1996. The third HDRT- Bosnia III, deployed to Operation JOINT GUARD (OJG) from 10 March to 9 April, 1997. This report summarizes the research completed by the third team. The HDRT-Bosnia III team consisted of one officer (a Research Social Worker) and one NCO (91X Behavioral Science Specialist) from the Department of Military Psychiatry, Division of Neuropsychiatry, Walter Reed Institute of Research (WRAIR). The HDRT was assigned to HHC 1st Infantry Division and attached to the G1 (Personnel Section ) located at Tent City Two.

## PREFACE

The mission of the Human Dimensions Research Team (HDRT)-Bosnia in Operation *Joint Guard* (SFOR) was to conduct applied research assessing soldiers' coping and adaptation skills and, provide comprehensive and timely information to commanders of deployed forces. The purpose of this report is to provide a summary of the HDRT-Bosnia (SFOR) deployment.

The first objective of this report is to provide empirical information to senior military leaders, policy makers, and training personnel on issues such as leadership, training, operational tempo, and soldier health. The results of this research may provide information on which military policy, doctrine and training are based.

The second objective of this report is to disseminate lessons learned to personnel responsible for maintaining the fighting force. Human dimensions research results can be used to assist in the development of intervention strategies, provide baseline data of soldiers psychological and physical symptomology, and aid in the development of doctrine and training issues that impact the well-being of soldiers.

The third objective of this report is to provide an historical record of information regarding soldier adaptation and well-being in Bosnia. This report can be used to identify and track trends across deployments and assess the challenges of future operations.

The views expressed in this report are those of the authors and do not necessarily represent official policy or position of the Department of Defense, Department of the Army, Army Medical Department, Army Medical Research and Materiel Command, Walter Reed Army Medical Center, Walter Reed Army Institute of Research, or the U.S. Government.

For additional information regarding human dimensions research in Bosnia concerning *Operation Joint Endeavor (IFOR)*, *Operation Joint Guard (SFOR)* contact MAJ Spencer J. Campbell at Walter Reed Army Institute of Research, Division Of Neuropsychiatry Department of Operational Stress Research, Washington, DC, 20307-5100.

## CHAPTER ONE INTRODUCTION

*This chapter identifies the HDRT mission and provides a brief description of the situation that led U. S. Forces to deploy to Operations Joint Guard. It also discusses the data collection strategy, the characteristics of soldiers who participated in the human dimensions research, and the databases used for comparison purposes in this summary report.*

### 1.1 Peacekeeping Challenges

In a force-projection Army, soldiers and units must be capable of rapid deployment anywhere in the world. Peace keeping operations present challenging environments to any military organization and its soldiers. Soldiers will often be required to perform their duties in extreme temperatures and rugged terrain. Fear, uncertainty, confusion, exertion, and fatigue can take their toll. Operations occur day and night, for weeks or months on end, among friendly or hostile populations, and in areas infested with blight, disease, and epidemics. The soldier is required to endure physical and psychological demands that far exceed those of other professions. Human dimensions are the major limitations that impact a soldier's ability to accomplish individual and collective tasks or missions. Soldiers physiological and psychological limitations make them the most vulnerable part of the peace keeping system.

### 1.2 Mission

To conduct applied research during military operations in Bosnia (SFOR) in order to provide comprehensive and timely information to commanders on the health and psychological readiness of the deployed force. Provide empirical information to senior military leaders, policy makers, and training personnel. Maintain a historical record of information regarding the well-being and adaptation of soldiers in Bosnia (SFOR). Collect data that can be used to track trends across deployments and assess the uniqueness of future military operations.

### 1.3 Background

In 1991 Yugoslavia disintegrated as a state when some of its' constituent republics seceded, despite the attempts by the Serb-dominated Federal Army to prevent it. In the multi-ethnic region of Bosnia-Herzegovina fighting broke out in the summer of 1992 and the situation quickly deteriorated into a ruthless war. The Security Counsel created the United Nations Protection Force (UNPROFOR) in March of 1992 mainly to assist humanitarian relief efforts but also to protect six proclaimed "safe areas" Bihac, Gorazde, Sarajevo, Srebrenica, Tuzla, and Zepa. After nearly four years of fighting, a peace plan

preserving Bosnia as a single state but divided into two separate entities, the Bosnia-Croat Federation and the Bosnia Serb Republic, was signed in November, 1995. On the basis of the UN Security Council's Resolution 1031, NATO commenced implementation of the military aspects of the Peace Agreement. The NATO led multinational Implementation Force (IFOR) began operation on 16 December 1995 under the code name "*Operation Joint Endeavor*" and robust NATO rules of engagement reflected the philosophy of sending in a heavy force, authorizing the use of deadly force for self defense, force protection and to enforce compliance with the peace plan.

U.S. Forces had been conducting Peace Operations in Bosnia Herzegovina (BiH) since early December, 1995, in accordance with the "Dayton Peace Agreement" as part of NATO (IFOR). The IFOR mission was to monitor peace and enforce compliance with the military aspects of the Peace Agreement. UNSCR 1031 provided the mandate for a one-year IFOR mission as described in the agreement. The North Atlantic Council (NAC) authorized IFOR for the one-year period. The First Armored Division (1st AD) from the United States was assigned the IFOR mission. The Transfer of Authority from the 1st AD to the 1st Infantry Division (1st ID) took place on 20 November 1996. The mission was to provide continued military presence to deter renewed hostilities and to stabilize and consolidate the peace in B-H in order to contribute to a secure environment for the ongoing civil implementation plans. The operation was named "*JOINT GUARD*" and conducted by a Stabilization Force (SFOR).

The NATO-led operation "*JOINT GUARD*" in Bosnia took over from NATO's first-ever ground force operation, its first ever deployment "*out of area*", and its first-ever joint operation with NATO's Partnership for Peace and other non-NATO countries. It demonstrated that the Alliance had adapted its forces and policies to the requirements of the post-cold War world, while continuing to provide collective security and defense for all Allies. It was tangible proof that, in addition to carrying out the core functions of defense of the Alliance, its military forces had the flexibility to be used outside the NATO areas, for operations under the authority of the UN Security Council, with clear political objectives and military tasks given by the North Atlantic Council. NATO's own military capabilities and its adaptability to include forces of non-NATO countries were decisive factors in the Alliance's role in implementing the military aspects of the Bosnia Peace Agreement. This operation showed that the Alliance remained vital, relevant and prepared to deal with the new, multifaceted security risks facing Europe with the end of the Cold War.<sup>1</sup>

#### **1.4 Integration into the 1st Infantry Division:**

HDRT-Bosnia OJG/SFOR was assigned to HHC 1st ID and attached to the G1 section. This provided the opportunity for the HDRT to be in the information flow and know what was going on in the Division. Being attached to the G1 section and wearing the 1 ID left shoulder patch integrated the team into the Division and demonstrated they were part of the team. Officers and soldiers of the 1 ID viewed them as members of the team and were willing to assist the team in completing the mission. Being viewed as a member of the unit

opened doors for the team to travel by convoys that were arranged through the G4. By co-locating with the G1 soldiers the Division knew where to contact the team. They were housed in a trailer a short distance from the G1 office. This provided the team a place to secure equipment and work the hours required to complete our mission. They had limited access to E-mail so the team could maintain contact with WRAIR and DCSPER'S office in Germany. By assimilating into the unit the team gained support for their mission and were viewed in support of the 1 ID mission. They also had access to the Division FRAGOs that kept them abreast of the day to day events in 1 ID. This experience confirmed that there is no substitute for being assigned to the unit being evaluating. As part of the unit, soldiers are more open and do not view the team members as outsiders or intruders but rather as soldiers there to assist them in the accomplishment of their mission.

### 1.5 Area of Operation

The majority of U.S. forces in Bosnia were located at the TUZLA MAIN Base Camp, or areas surrounding TUZLA Bosnia. The Task Force Eagle (TFE) Commander was located on TUZLA MAIN. The HDRT-Bosnia III established an area of operations co-located with the 1st Infantry Division G1, Tent City Two, TUZLA Main. This provided the HDRT access to transportation and flexibility of movement for survey distribution and collection.

**Figure 1.1**

*Area of Operations for Operation Joint Guard (SFOR) Bosnia*



## 1.6 Data Collection

**Deployment Assessment Questionnaires.** The HDRT-Bosnia OJG/SFOR administered a Deployment Assessment Questionnaire developed by the Department of Military Psychiatry at Walter Reed Army Institute of Research (WRAIR). The Deployment Assessment Questionnaire assessed: (1) soldier and unit characteristics, (2) deployment stressors, (3) methods soldiers used to cope with stressors, (4) soldier psychological and physical well-being. Soldiers were also asked to provide written comments regarding their experience as part of OPERATION JOINT GUARD. ( See Appendix B )

**Questionnaire Distribution/Collection.** The HDRT-Bosnia OJG/SFOR received a list of Base Camps from the 1st ID G1 identifying the types of units, unit strength, and unit location. The Base Camp list was evaluated to determine the best survey distribution methodology. Each Base Camp was evaluated to determine the best representation of variety in unit type, unit size, and personnel. The selected base camps best represented a variety in unit type, unit size, and personnel in the AOR. The HDRT traveled to Base Camps in the TUZLA Valley area and delivered surveys to S1 (Unit Personnel) representatives. This was done via the TUZLA Valley Shuttle and convoys from the G4 section. Units located outside the TUZLA Valley area received surveys through distribution attention Unit S1s. The G1 sent the following information to units S1s in FRAGO 2603 dated 13 MARCH, 1997 (page 3, section 3, paragraph C, Coordinating Instructions): "All S1s. The Human Dimensions Research Team (HDRT) from Walter Reed Army Institute of Research is in the TFE AOR to conduct applied research for 1 ID soldiers during Operation Joint Guard. They will hand out surveys as they visit each base camp. S1s must ensure that the surveys are distributed as expeditiously as possible. S1s will collect and forward the surveys within 5 days of receipt to the G1 at Tent City 2, Eagle Main. The POC for this action is the G1 section. Of the 2,259 questionnaires distributed a total of 1,309 were returned. The Questionnaire return rate was 58 %.

**Limitations of HDRT-Bosnia OJG/SFOR Study.** A limitation of the study was the HDRT'S time of arrival in Bosnia. The HDRT OJG/SFOR Bosnia arrived in Bosnia on 10 March, 1997 and Units of the 1st ID started rotating back to Germany the week of 24 April, 1997. The timing of the team's deployment restricted the window of opportunity for data collection. The survey confusion reduced the number of surveys returned given our limited window of opportunity for data collection.

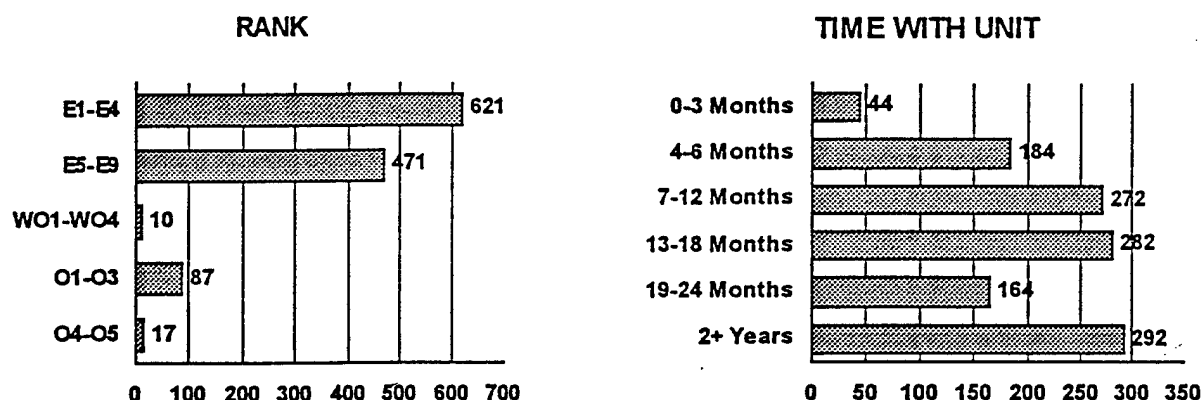
## 1.7 Soldier Characteristics

Completed questionnaires were collected from 1,309 soldiers while the HDRT Bosnia OJG/SFOR Team was deployed. Ninety-nine percent (99%) of the surveys were collected from soldiers located in Bosnia. One percent (1%) of the surveys were collected from soldiers serving in Croatia. As shown in Figure 1.2, 52% of the soldiers were in the Ranks

of Private to Specialist/Corporal, 39% of the sample were NCOs, and 9% were officers. Fifty-five (55%) percent of soldiers were in their current company for more than one year, while 45% of the soldiers had been in their units less than twelve months. Of the soldiers completing questionnaires, 92.3% were males (N= 1153), 7.7% were females (n= 96). The average age of the soldiers was 26.5 years. Fifty-five percent (55%) of the soldiers were married, 37% were single, and 7% were separated or divorced. Forty-five percent of the soldiers reported that they had one or more children. Percentages of soldiers' responses for each survey item may be seen on the Deployment Assessment Survey in Appendix B.

**Figure 1.2**

*Survey Respondents by Rank and Time in Company*

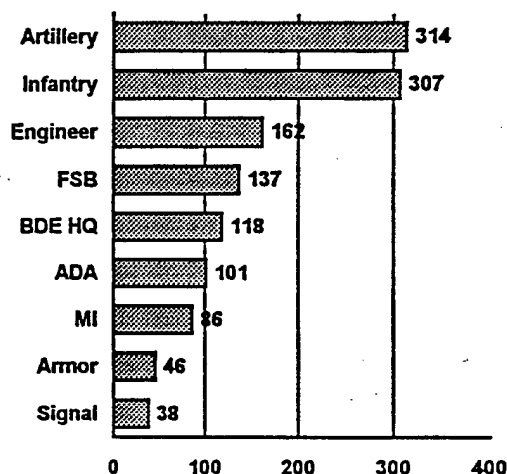


### 1.8 Unit Characteristics

Figure 1.3 shows that combat, combat support and combat service support units were represented. A considerable effort was made to collect information from soldiers serving in as many different U.S. Army companies as possible. The HDRT Bosnia OJG/SFOR collected information from 10 or more soldiers from 27 different companies. The number of soldiers completing the surveys ranged from 11 to 174 per company (mean =48). Most

**Figure 1.3**

*Survey Respondents by Unit Type*



companies were Artillery (n=314 total soldiers), followed by Infantry (n=307), Engineer (n=162), Forward Support Battalion (n=137), Headquarters Elements (Brigade) (n=118), Air Defense Artillery (n=101), Military Intelligence (n=86), Armor (n=46), Signal(n=38).

### 1.9 Comparison Data Sets

The accurate assessment of a soldier population is largely dependent on the ability to make comparisons with other soldier populations. Meaningful interpretations of assessment instruments often depend on the availability of appropriate normative information. Military samples can differ considerably from non-military populations in regard to demographic variables and personal attributes. Therefore, it is important to compare soldier assessments in Bosnia to previous soldier samples.

The following data sets have been collected by the Department of Military Psychiatry at the Walter Reed Army Institute of Research and are used for comparison purposes throughout this Bosnia summary report.

**a. Operation Desert Shield, Saudi Arabia, 1990.** During Operation Desert Shield a total of 1,293 U.S. Army soldiers were surveyed while deployed to the Persian Gulf region. The HDRT surveys were completed November-December 1990, *prior to* the start of the ground war. When the surveys were administered U.S. soldiers had been deployed between 1 and 6 months. Soldiers completing the surveys served predominantly in combat arms units.

**b. Non-Deployed Soldiers, 1992.** As part of a follow up study of soldiers who had deployed to ODS/S, the HDRT surveyed a total of 770 U.S. Army soldiers in garrison who had not deployed to be used as a comparison group assessing the psychological consequences of the Persian Gulf War.

**c. Operation Restore Hope, Somalia, 1993.** Operation Restore Hope began in January, 1993. The HDRT collected data on this operation in June and July 1993, *prior to* the fighting with Mohammed Farah Aidee militia that resulted in the death of U.S. Army soldiers. A total of 2,435 U.S. Army soldiers deployed were surveyed during Operation Restore Hope. Soldiers completing the surveys served in combat arms, combat support, and combat service support units.

**d. Operation Vigilant Warrior, Kuwait, 1994.** A total of 731 U.S. Army soldiers deployed to Operation Vigilant Warrior, Kuwait, in November, 1994. Soldiers completing the surveys served in combat arms, combat support, and combat service support units.

**e. Operation Uphold Democracy, Haiti, 1994.** The HDRT was deployed to Haiti from 12 November to 14 December, 1994. Approximately 10,500 U.S. Army soldiers were deployed to Haiti. The HDRT collected a total of 3,205 completed surveys from U.S. soldiers during Operation Uphold Democracy. Soldiers completing the surveys served in combat arms, combat support, and combat service support units.



**f. Operation Joint Endeavor, Bosnia, 1996.** The first Bosnia HDRT (Bosnia I) was deployed from 13 June to 2 July and collected 2,259 U.S. soldier surveys. The second Bosnia HDRT (Bosnia II) was deployed between 15 October and 3 November and collected 1,527 soldier surveys. Soldiers completing the surveys served in combat arms, combat support, and combat service support units.

## CHAPTER TWO

### PSYCHOLOGICAL WELL-BEING

*This chapter presents data regarding the psychological well-being and physical health symptoms reported by soldiers in OPERATION JOINT GUARD. Measures of psychological well-being and physical health symptoms are interpreted using comparison data sets of soldiers deployed to the Persian Gulf for Operation Desert Shield, Somalia for Operation Restore Hope, Kuwait for Operation Vigilant Warrior, the non-deployed soldier sample, and Operation Joint Endeavor (see section 1.8). Soldier well-being measures are examined across soldier characteristics (e.g., rank, time in company, gender, marital status) and unit characteristics (e.g., unit type, U.S. Army company).*

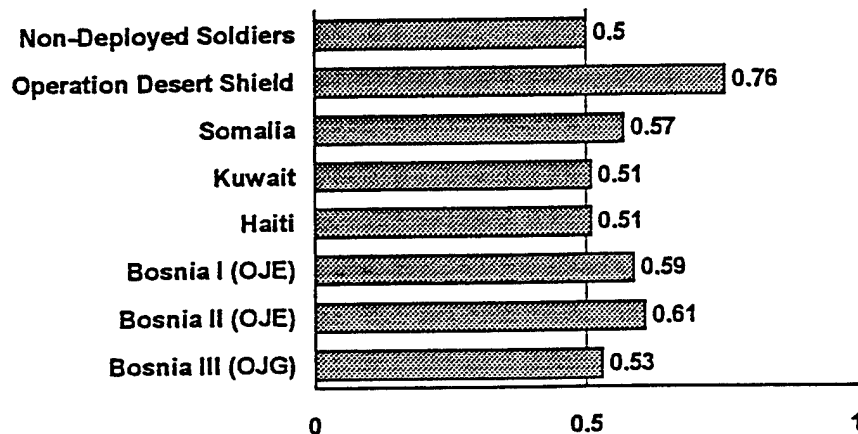
#### 2.1 Psychological Well-being of Soldiers Deployed to Bosnia.

The HDRT used the Brief Symptoms Inventory (BSI).<sup>3</sup> to assess the psychological well-being of soldiers deployed to Bosnia. The BSI is a 53-item instrument designed to measure psychological distress. The BSI was derived from the 90-item Symptom Checklist-Revised.<sup>4</sup> The BSI is used extensively in research and clinical practice to assess psychological distress among psychiatric, medical, and non-patient populations.<sup>1,3,5,6,7,8,9,10,11,12</sup>

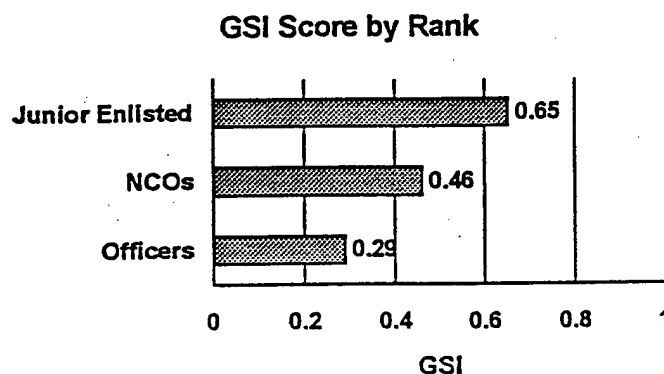
The BSI is designed to assess the following nine psychological symptom dimensions: interpersonal sensitivity, depression, anxiety, hostility, phobic anxiety, paranoid ideation, psychoticism, obsessive-compulsive, somatization. It also includes the three global indices of psychological distress.<sup>4</sup> The General Severity Index (GSI) is the most widely used of these global measures and provides an overall index of psychological distress. Researchers as well as clinicians use the BSI to determine the overall distress levels of a population by using profiles based on the subscale scores or by using a global index. For this report, the GSI is used as a measure of psychological distress in the population of soldiers deployed to Bosnia.

#### General Severity Index (GSI) Across U.S. Army Samples.

The mean GSI scores for Operation Desert Shield. The non deployed soldier sample, Operation Restore Hope (Somalia), Operation Vigilant Warrior (Kuwait), Operation Uphold Democracy (Haiti), Operation Joint Endeavor (Bosnia I and II), and Operation Joint Guard (Bosnia III) are presented in Figure 2.1. Analysis of these data indicates that soldiers deployed to Operation Joint Guard reported slightly higher GSI scores than soldiers in the non-deployed soldier (garrison) sample, soldiers deployed to Kuwait, and soldiers deployed to Haiti. Soldiers deployed to OJG reported significantly lower GSI scores than soldiers deployed to Operation Desert Shield, Somalia, and both Bosnia I and II.

**Figure 2.1***Mean General Severity Index (GSI) Scores Across U.S. Army Deployments*

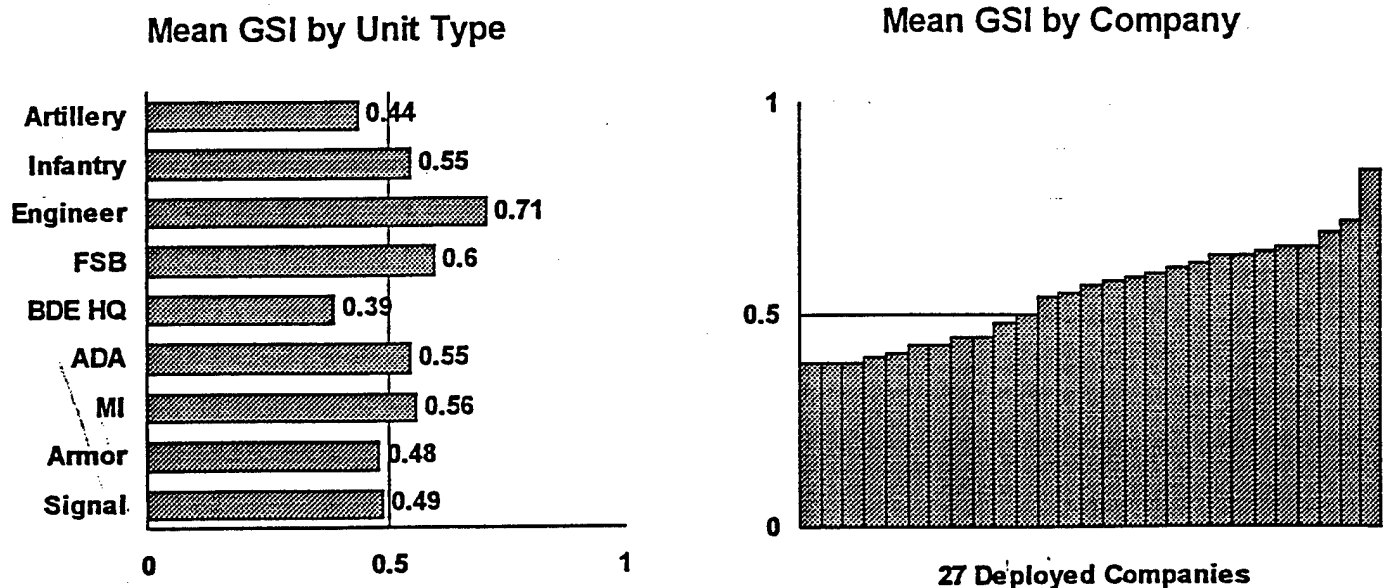
**Psychological Well-Being by Soldier Characteristics.** The GSI was analyzed to determine if mean scores significantly differed by rank, time in company, age, gender, ethnic group marital status, number of children, and number of deployments of 3 or more months within the last three years. Results indicated that soldiers in the ranks of E1-E4 reported significantly higher levels of psychological distress (GSI = .65), than NCOs (E5-E9; GSI = .46), and commissioned officers (WO1-O5; GSI = .29). This finding is consistent with previous research. A significant, negative correlation was found between age and GSI score ( $r = -0.2$ ). In other words, higher GSI scores are associated with younger soldiers who tend to be of lower rank. Female soldiers reported significantly higher distress levels (GSI = .67) than male soldiers (GSI = .53). Married soldiers reported significantly lower distress (GSI = .47) than single (.60) or separated/ divorced soldiers (.62). There were no significant differences in GSI scores for length of time in the company, number of children, or number of deployments in the past 3 years. There were also no significant differences in distress levels between White: (GSI = .52), African-American: (GSI = .51), or Hispanic soldiers: (GSI = .48). Soldiers who reported "other" as their ethnic group reported higher levels of distress: (GSI = .71), but this is a relatively small sample ( $n=124$ ).

**Figure 2.2** *GSI score by rank breakdown*

**Psychological Well-Being by Unit Characteristics.** Analyses were conducted to assess whether GSI scores varied by unit type or by U.S. Army Company. Mean GSI scores were computed for each unit type and each company to determine if there were differences in reported psychological distress. In terms of unit type, Engineers had significantly higher distress levels (average GSI=.71). These units also had been in theater longer than most other unit types. The engineer units surveyed had been in theater from the very beginning of the deployment (Oct 96). They also reported long work hours and little sleep (working between 10 and 11 hours per day for a 6 or 7 day workweek and sleeping about 6 hours per night). As was discussed earlier, 27 companies with 10 or more respondents were included in the company level analysis. The statistical analysis indicated that there were significant differences in GSI scores across companies, with company mean scores ranging from .39 to .84 (see figure 2.3). Companies at the high end of the distribution are of particular interest. These companies reported very high levels of psychological distress. The company with the highest average GSI score (.84) was an engineer company which had been in theater since the beginning of the deployment, worked 10+ hours a day for 6+ days a week, and reported less than 6 hours of sleep per night. Any type of intervention strategy or resource allocation (such as a Combat Stress Control Team) should be focused on these companies at the high end of the distribution. Figure 2.3 illustrates the importance of considering differences across both unit types and companies when making assessments of soldier well-being.

**Figure 2.3**

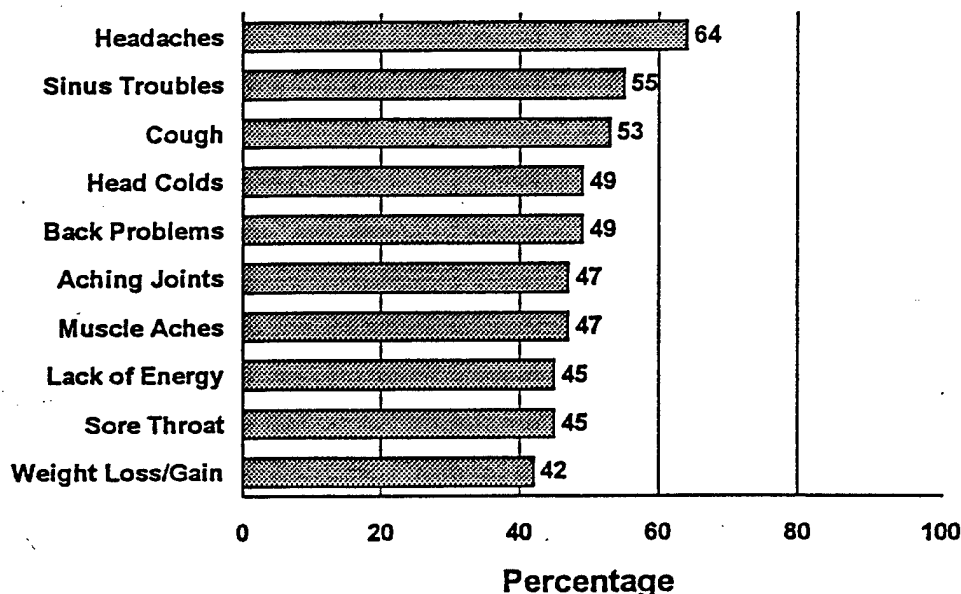
*Mean General Severity Index by Unit Type and U.S. Army Companies*



## 2.2 Physical Health Symptoms of Soldiers Deployed to Bosnia.

A 25-item checklist was used to assess the physical health symptoms of soldiers in Bosnia. The top ten physical health symptoms reported by soldiers using the past week as a time frame are summarized in Figure 2.4: headaches (64% of soldiers reported having headaches within the past week), sinus troubles (55%), cough (53%), head colds (49%), back problems (49%), aching joints and bones (47%), muscles aches or cramps (47%), overly tired/lack of energy (45%), sore throat (45%), and weight loss/gain (42.1). These top symptoms are consistent with the findings of the previous two Bosnia HDRT missions. These common symptoms point out general respiratory concerns. The sinus troubles, headaches, cough, sore throats, and head colds are indicative of the poor air quality of the Bosnian AO. The reported frequency of respiratory ailments was confirmed by the Division Surgeons of both OJE and OJG. In contrast, the HDRT mission to Haiti for Operation Uphold Democracy found general gastrointestinal ailments such as stomach problems and diarrhea to be the top reported symptoms. This was consistent with the initial poor water quality of the Haitian environment. For the Bosnia III mission, the items on the health symptom checklist and the corresponding percentage of soldiers who reported each symptom are included on the Deployment Assessment Questionnaire in Appendix A.

**Figure 2.4**  
*Top 10 Physical Health Symptoms*



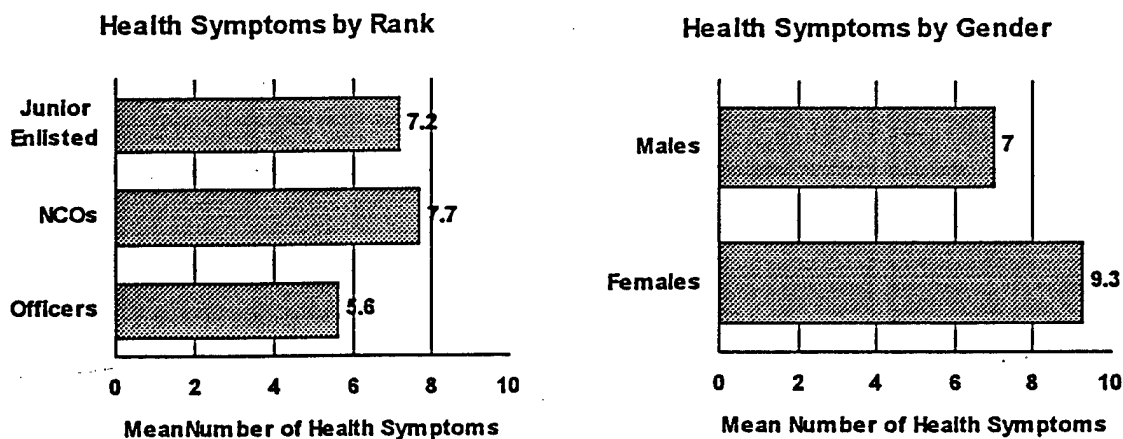
**Physical Health Symptoms Across Soldier Samples.** The health symptom checklist used in Bosnia as part of the HDRT data collection during Operation Joint Endeavor/Joint Guard, was not used for the other three comparison data bases (i.e., non-deployed soldier sample; Persian Gulf-Operation Desert Shield; Somalia-Operation Restore Hope).

Analysis indicated there were no significant differences in the average number of physical health symptoms reported by soldiers deployed to OJE and soldiers deployed to OJG.

**Physical Health Symptoms by Soldier Characteristics.** Analyses were conducted to determine if the physical health of soldiers deployed to Bosnia, as measured by the total number of reported symptoms, significantly differed by soldier characteristics. Results indicated that officers (WO1-05) reported significantly less physical health problems (average of 5.6 health symptoms) than soldiers in the rank of E1-E4 (7.2 symptoms) and less than soldiers in the ranks of E5-E9 (7.7 symptoms). There were no differences between soldiers in the ranks of E1-E4 and E5-E9 in terms of number of physical health symptoms. Female soldiers reported significantly more physical health symptoms (9.3) than male soldiers (7.0). There were no significant differences in number of reported health problems between married and unmarried soldiers or between soldiers with or without children. Health symptoms did not differ depending on time in company. There were negligible differences between White (7.0), Black (7.0), and Hispanic (7.1) soldiers. A small number of soldiers who marked the "multi-racial" category on the survey (n=21) reported significantly more physical health symptoms (11) than did other ethnic groups.

**Figure 2.5**

*Mean Number of Physical Health Symptoms by Rank and Gender*

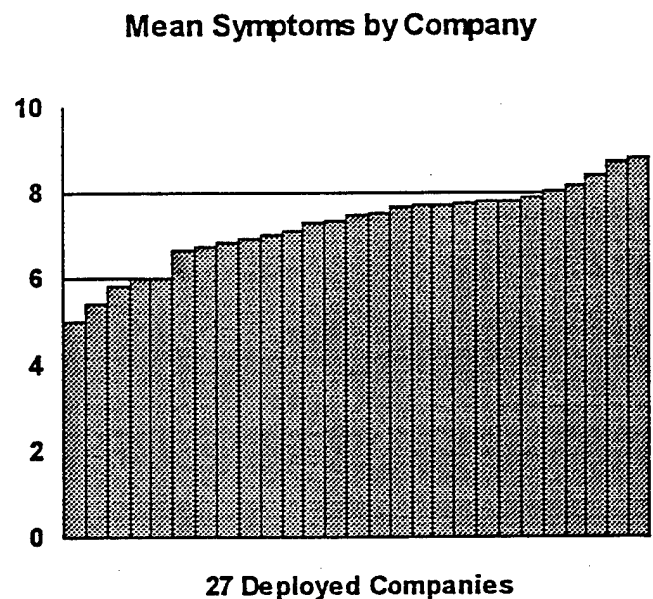
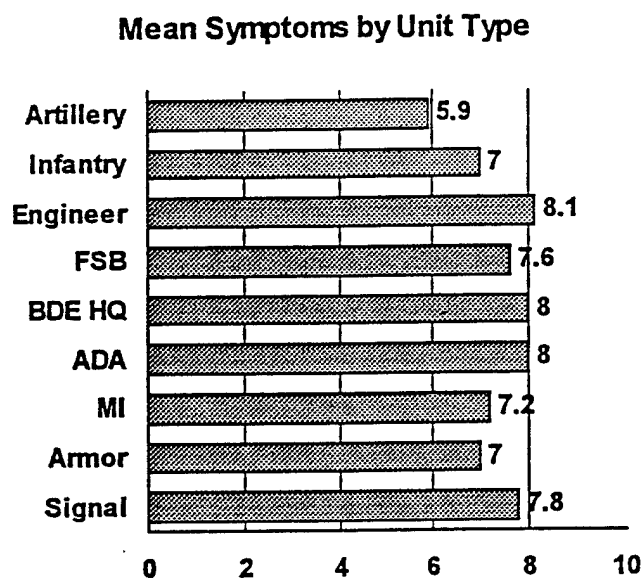


**Physical Health Symptoms by Unit Characteristics.** Analyses conducted to assess if the reported number of physical health symptoms varied by unit type and company are summarized in Figure 2.6. There were few significant differences between unit types on health symptoms. However, artillery units reported less physical health symptoms than other unit types. Engineer units that reported the highest levels of psychological distress

also reported the most physical health symptoms. The mean number of physical health symptoms was computed for each of the twenty-seven companies to determine if there were company differences in reports of physical health symptoms. Results indicated that, overall, there were few significant differences across companies in terms of reported symptoms. Consistent with the findings noted alone, the company had the highest level of number of physical health symptoms was the same engineer company that also reported the highest level of psychological distress.

**Figure 2.6**

*Mean Number of Health Symptoms by Unit Type and U.S. Army Company*



## CHAPTER THREE

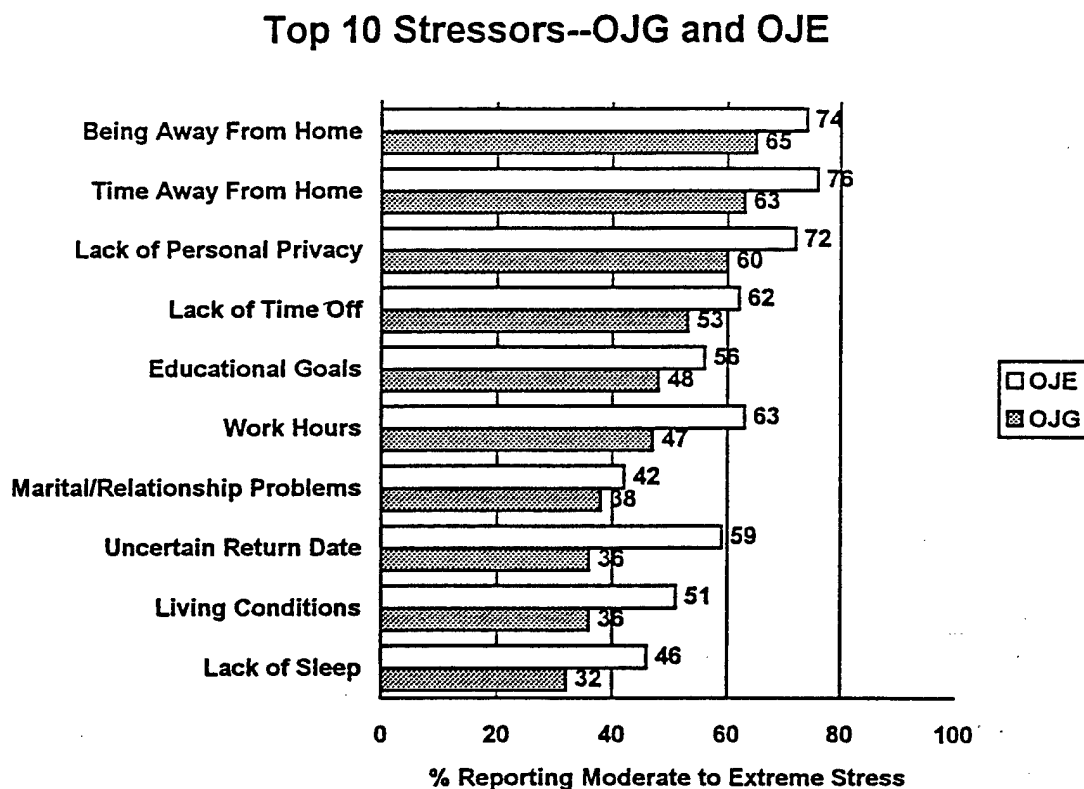
### CONDITIONS ASSOCIATED WITH SOLDIER WELL-BEING

*This Chapter discusses the factors which were found to be related to reports of psychological well-being and physical health symptoms.*

#### 3.1 Stress Factors

Figure 3.1 compares the top reported stressors for OJG (SFOR-Bosnia III) and OJE (IFOR-Bosnia I and II). OJG soldiers consistently reported lower percentages of moderate to extreme stress due to these common stress factors.

**Figure 3.1** Top reported stressors for OJG compared to OJE.



#### 3.2 Operational Environmental Issues

**Living Conditions.** Sixty-three (63%) percent of the soldiers in Bosnia reported that the living conditions caused them little to no stress. Soldiers serving as a member of the



SFOR in Bosnia served in a more developed theater than soldiers who served in IFOR. For example, only 49% of soldiers during OJE (Bosnia II) said living conditions caused them little to no stress. A major concern for OJG soldiers was the lack of personal privacy. Sixty percent (60%) of soldiers reported moderate to extreme stress from the lack of personal privacy. Due to the restricted availability of living quarters, this issue was a major concern for OJE as well. During OJE (Bosnia I and II), 72% of soldiers reported moderate to extreme stress from the lack of personal privacy. Again, the improvements over time in the Bosnian Theater, such as the addition of more conexes for soldier quarters led to a decrease in reported stress from lack of personal privacy.

**Fear of Personal Harm.** Overall, the soldiers in Bosnia reported little worry about their physical safety. Seventy-six (76%) of soldiers serving in Bosnia with SFOR reported they felt little or no threat of personal harm. Soldiers felt land mines posed the greatest threat to be injured or killed. Protective measures were taken to ensure that all vehicles were protected with Kevlar blankets to reduce the impact of a land mine explosion. They maintained the four vehicle convoy rule with one vehicle required to maintain a crew served weapon to provide additional security against potential sniper attacks.

**Food and Water Issues.** The quality of water and food was not an issue for SFOR soldiers serving in Bosnia. Bottle water was available throughout the theater. During the SFOR operation Brown and Root (the primary contracting company in Bosnia) received the contract to provide portable rest rooms, shower facilities and to operate the dining facilities. The rest rooms and shower facilities were clean and supplied hot water. Each unit was closed on a regular basis for cleaning done by the locals. However, a rest room and shower unit was always available for soldiers. Throughout the SFOR area of operation they provided *three hot meals a day* featuring a variety of menus. The dining facilities were operational 24 hours a day, 7 days a week, providing soldiers with a selection of two types of hot soup, fresh baked bread, ice cream and soft drinks. The food and clean personal hygiene facilities had a positive impact on SFOR soldier morale.

**Time Off/Rest and Relaxation.** Lack of time off was reported as one of the top stressors. Fifty-three percent (53%) of soldiers reported that lack of time off caused them moderate to extreme stress. This percentage, however, was lower than the reported levels of stress during OJE (Bosnia I and II). Sixty-two percent (62%) of OJE soldiers reported that lack of time off caused them moderate to extreme stress. A more mature theater, more R & R opportunities and facilities, and the fact that, on average, SFOR troops reported working 10+ hours a day as compared to the 12+ hours per day IFOR (OJE) troops, may explain the decrease in stress from lack of time off.

The opportunity for rest and relaxation for SFOR troops in Bosnia was a factor that helped them cope with the stressors associated with their mission. Soldiers had access to the PX on TUZLA main where they could purchase televisions, radios, tapes and CDs. The PX also provided health and comfort items that increased the morale of soldiers to

include IFOR/SFOR memorabilia. The Armed Forces Exchange opened a Robin Hood sandwich shop, Baskin & Robins ice cream shop, and an Athonys Pizza that provided soldiers with a "taste of home". These facilities were clean and the service was fast and courteous. Soldiers also had an opportunity to watch the major athletic events of the year through the Armed Forces Network (AFN). All SFOR Bases provided gym equipment (free weights, stair steppers) to assist soldiers in maintaining their physical condition.

**Educational Opportunities.** Nearly half of soldiers surveyed (48%) reported moderate to extreme stress caused by the fear of falling behind in educational goals. Educational achievement is crucial to career and promotion progress. Deployments and field time in general make meeting educational goals extremely difficult, if not impossible. A forward deployed education center (mainly via University of Maryland) was established to provide soldiers the opportunity to earn college credit while deployed. Each base received a television and VCR along with movies that were shown nightly. These amenities provided soldiers an opportunity to advance their civilian education and something to look forward to each day. This also provided the soldier with positive ways to spend time off. The opportunity to take courses through this program was viewed as an extremely positive benefit.

**Coping with Stress.** All soldiers are susceptible to stress and it is crucial that they are able to cope effectively with the effects of stress. Only 10% of soldiers reported that they were coping poorly with the stress they experienced in OJG compared with 14% of soldiers in OJE. Better facilities and avenues for stress reduction seemed to have had a positive effect.

**3.3 Family Separation Issues.** Being away from home and family caused the most stress for soldiers of OJG and OJE. Sixty-five percent (65%) of OJG soldiers reported that being away from home/family caused them moderate to extreme stress. For OJE soldiers, this number was 74%. In terms of rank breakdown, NCOs reported the most stress from being away from home with 70% reporting moderate to extreme stress. Sixty-two percent (62%) of junior enlisted and 51% of officers reported moderate to extreme stress from being away from home. Opportunities to contact home acted as a buffer for this stress. ATT phone banks and morale calls home alleviated some of the stress of being away from loved ones.

**3.4 Unit and Work Issues.** Overall, soldiers of OJG felt well trained and competent to carry out their duties. 80% of soldiers reported they felt adequately trained to do the job they'd been assigned. 90% said they knew what they had to do to perform their jobs. Even though the soldiers of OJG were predominantly combat arms (1<sup>st</sup> Infantry Division), over half (53%) said they felt comfortable in the role of peacekeeper. The workload decreased from OJE to OJG. Soldiers of OJE reported working an average of 12+ hours per day. OJG soldiers reported an average work day of 10+ hours.

**Unit Leadership.** In general, soldiers rated unit leadership positively. Soldiers generally agreed that unit leaders, both officers and NCOs, cared about the troops' welfare and established clear work objectives. For example, 72% of soldiers agreed that NCOs established clear work objectives. Horizontal cohesion (peer group bonding) and vertical cohesion (bonding to unit leadership) were extremely important buffers to stress. Both horizontal and vertical cohesion had significant correlations with reported psychological and physical health symptoms. In other words, the closer a group was or the better the leadership, the fewer reported psychological and physical symptoms. Interestingly, the engineer company noted above that reported the highest distress levels and the most physical health symptoms, also had one of the lowest ratings of vertical cohesion (unit leadership) of any company.

### **3.5 Policy Issues.**

**Return Date.** During the mid-deployment period of OJE (6 months into the deployment), the return date was unknown. 73% of soldiers at this unsure time reported moderate to extreme stress due to the uncertainty of redeployment. At the one year mark, supposedly the end of the deployment for the 1<sup>st</sup> Armored Division when a more solid redeployment date was announced, only 59% of soldiers were stressed by the uncertainty of redeployment date. The relatively high percentage may reflect that dates had been given before only to be changed. For OJG, where redeployment was even clearer, only 36% of soldiers reported moderate to extreme stress from an uncertain redeployment date. As the redeployment issue became more focused, the distress levels of the soldiers decreased.

**Belief in the Overall Operation.** During Operation Uphold Democracy in Haiti, 30% of soldiers reported that they believed in the value of the operation and 27% believed that the U.S. military should have been involved in Haiti. At the mid-deployment point (6 months) of OJE, 37% of soldiers believed in the value of the operation and 33% thought the U.S. military should have been involved in Bosnia. At the end (1 year mark) of OJE, those percentages had increased to 47% believing in the value of the operation and 38% believing that the U.S. military should be involved in Bosnia. For OJG (Bosnia III), 42% of soldiers believed in the value of the operation and 32% thought the U.S. military should be involved in Bosnia.

## CHAPTER FOUR

### SUMMARY AND LESSONS LEARNED

*This chapter provides a brief summary of the human dimensions research results presented in this report and discusses the major implications of the research and the lessons learned.*

#### 4.1 Summary

The research results from Bosnia on the SFOR demonstrated that, when viewed as a population, soldiers in OJG consistently reported lower levels of deployment stress than soldiers in OJE. Initiatives implemented to help soldiers cope with the deployment have had positive impacts over time.

The overall psychological distress levels for OJG were higher than non-deployed soldiers (in garrison), higher than soldiers in Kuwait, and higher than soldiers deployed to Haiti for Operation Uphold Democracy. The overall level of distress in OJG was lower than Operation Desert Shield, lower than Somalia, and lower than Operation Joint Endeavor (OJE—Bosnia I and II). Operation Joint Guard was more similar to garrison levels of overall distress than the levels reported during other deployments.

In terms of individual characteristics, junior enlisted soldiers reported more psychological distress than NCOs or officers. This is consistent with previous research. There were no racial differences in distress. Married soldiers reported significantly less distress than single or separated/divorced soldiers. Female soldiers reported significantly higher levels of distress than male soldiers. Female soldiers, however, were a small sample of the overall number of soldiers surveyed.

In terms of unit differences, engineers reported higher levels of distress than other types of units. Engineers also had been in theater longer and reported a heavier workload than other unit types. There was wide variability among companies in terms of distress.

Reports of physical health symptoms were consistent with those found during OJE. In general, the most frequently reported types of problems were respiratory concerns such as sinus trouble, cough, sore throat, and head colds. Officers reported significantly fewer physical health symptoms than other ranks. Female soldiers reported significantly more symptoms than male soldiers. Artillery units reported the least physical health symptoms, while Engineer units reported the most physical health symptoms. Importantly, the engineer company that had the highest psychological distress levels also reported the most physical health symptoms. The ability to identify a company like this "at risk" engineer company allows the HDRT to suggest efficient intervention strategies.

The top stressors reported by the soldiers were: Being away from home, time away from home; lack of personal privacy; lack of time off, fear of falling behind in educational goals; number of hours worked per day; and marital/relationship problems. As expected,

time away from home was the most stress inducing factor. The large majority of deployed soldiers did not experience stress due to the living conditions or from fear of personal harm. Improvements in the Bosnian theater in terms of safety and living accommodations reduced distress from these issues. The fear of falling behind in educational goals was addressed via University of Maryland and other colleges offering college credits in theater. As with OJE, soldiers felt their level of training was high, soldiers' opinions of their leadership were generally positive, the rules of engagement were clear, and there was good overall soldier support for the operation. Since the return date for OJG was more fixed (a pre-planned six month tour), stress from an uncertain return date was much less than that of OJE.

#### **4.2 Lessons Learned**

The four sets of issues found to be significantly related to the psychological and physical well-being of soldiers in Bosnia have implications for unit leaders at all levels.

**Lessons Learned #1. *Lack of time off.*** SFOR soldiers reported working 10+ hours per day. The opportunity for rest and relaxation for SFOR troops in Bosnia was a factor that helped them cope with the stressors associated with the deployment. Soldiers had access to the PX located on TUZLA main that provided televisions, radios, tapes, and CDs. The Armed Forces Network (AFN) provided a variety of excellent entertainment and news from home. Soldiers also were provided the opportunity to view the main athletic events throughout their deployment. Gyms located at all SFOR bases assisted soldiers in processing stress and staying in shape. Quality of time off assisted soldiers in successfully coping with operational stress.

**Lessons Learned #2. *Family separation.*** Opportunities to contact home via ATT phone banks and morale calls alleviated some of the stress of being away from home/family.

**Lessons Learned #3. *Limited educational opportunities.*** Forward deployed education centers (mainly via the University of Maryland) provided soldiers the opportunity to earn college credit while deployed. SFOR soldiers could maintain their educational goals and remain competitive with non deployed soldiers for promotion and career progression. Educational opportunity also served as an operational stress reducer.

**Lessons Learned #4. *Anticipated return date.*** The six-month tour date reduced the operational stress from 73% in OJE to 36% for OJG. The recommendation to reduce the Bosnia peacekeeping tour length was made by the second WRAIR HDRT that evaluated IFOR. The recorded decrease in operational stress may be due to the time limited mission of SFOR in Bosnia.

**Lessons Learned #5. Data collection.** Ideally, the HDRT should collect data on units of interest longitudinally over time. Baseline measures of units *before they deploy* would provide the necessary comparison levels of distress and physical health symptoms. At critical points during the operation, data would be collected to determine the status of the deployed force, providing significant information to unit and theater commanders. Follow-up assessments after the operation would study the after-effects of the operation and the impact on readiness and retention.

**HDRT OBSERVATIONS:** For the OJG deployment, the HDRT NCO was on his third visit to Task Force Eagle (TFE) area of operation (AOR). The HDR Team Leader was on his second visit to TFE AOR. The following are observations made by the HDRT on improvements in the TFE AOR: Transit personnel are billeted in tents with hard floors, hardened sides and kerosene heaters. The majority of permanent personnel currently are billeted in fixed facilities. Permanent personnel are assigned billeting to keep unit integrity. If a unit can be billeted in a fixed facility and maintain unit integrity then they are placed in a fixed facility. To maintain unit integrity larger units are billeted in tents with floors and hardened sides and a hardened roof. Tents are heated with kerosene heaters. The living conditions for soldiers on TUZLA MAIN are greatly improved. The most improved area we observed was in the MESS Facility located on TUZLA MAIN. The broken windows in the MESS Hall have been repaired and the quality of food and service has been dramatically improved. The Mess Hall currently serves three hot meals a day featuring a variety of menus. The Mess Hall is open 24 hours a day 7 days a week providing soldiers with a selection of two types of hot soup, fresh baked bread, ice cream and soft drinks. CW2 Terry Dinsmore, HHC 1 ID along with MSG Primeau, HHC 2D Bde, 1 ID deserve the credit for providing excellent Mess facilities for 1 ID soldiers not only at TUZLA Main but Base Camps throughout the AOR. It is the opinion of the HDRT that the quality of food, service and cleanliness of the TUZLA Main Mess Hall makes it the most outstanding Mess facility we have observed in a field environment. The modified uniform policy of wearing BDUs, Kevlar, weapon and carrying ammo on TUZLA Main has improved moral and kept the focus on force protection. AFEES has improved the PX and offers a variety of personal hygiene items for male and female personnel. The PX also offers other health and comfort items that boost the moral and welfare of soldiers to include IFOR/SFOR memorabilia. AFEES opened Robin Hood, Baskins&Robins, in addition to Anthonys Pizza. This provides soldiers with the opportunity to have a "taste of home" while deployed. These facilities are clean and the service is fast and courteous. Forward deployed Education Centers offer soldiers the opportunity to earn college credits. This educational opportunity enhances soldier's moral and potential for career progression. These improvements are a positive reflection on the 1st ID leadership and provide soldiers a safe, positive work environment to meet the challenges of Operation JOINT GUARD.

**Recommendations:**

**Theater Commanders.** Theater Commanders should continue aggressive communication of soldier accomplishments and mission importance to soldiers and spouses. Continue improvements in MWR and other initiatives begun by previous theater commanders. Encourage a shorter workweek and more sleep when possible.

**DA and DOD Level.** Maintain a *six-month tour length* policy for Peace support operations. Continue to evaluate the impact of multiple deployments, tour length, OPTEMPO/PERSTEMPO effects on retention.

**Conclusions:** The HDRT-Bosnia III perspective is the Army force sent to Bosnia functioned well and maintained excellent morale and cohesion required to meet the difficulties, challenges, and frustrations of OJG. When problems did occur they were worked through efficiently and did not disrupt either the health or welfare of 1st ID soldiers or degrade the mission capability of the force.

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## Appendix A

### Operation Joint Guard (SFOR) Bosnia Soldier Comments

Appendix A consists of soldier comments collected from the last section of the survey asking for "positive and negative aspects of OJG." These comments were voluntarily written by the soldiers after they completed the questionnaire. The comments were transcribed at Walter Reed Army Institute of Research in D.C. Other soldier comments were collected and recorded by the Human Dimensions Research Team in theater through informal observations and interviews or other voluntary submission of comments and suggestions by soldiers.

## FAMILY ISSUES

I think this was a useless time spent away from my family. I feel we accomplished nothing on this mission as far as an HHC engineer company. I hate this because I haven't done my job in over a year. ( I'm sick of it ). [ SPC/CPL, 22, male, married, 1 child, 13-18 months w/company ]

Due to train up for deployment, deployment and the amt of time spent away from my family, it has had a negative affect on my marriage. Due to the time spent away from them due to continuos deployments it makes marriages difficult. [ SGT, 26, male, married, 1 child, 13-18 months w/company ]

It is good that the United States are helping other countries. The only thing they have to remember is that some of us soldiers are married and have families. So I feel that being gone once in a while is great but too long and too often hurts the soldier and his family life. A 3 month rotation for different units would be fine. [ SPC/CPL, 24, male, married, 1 child, 13-18 months w/company ]

I just wish the family was more important to the unit and Army. It seems to me they don't care at ll they say they do but, action speaks louder than the empty words and promises. That is why I am strongly considering not re-enlisting for another tour. It is not worth my family. From now on family first. [ SGT, 27, male, married, 3 children, 7-12 months w/company ]

Missed a lot of "firsts" with my little girl & felt a very big stress put on my marital relationship. [ SPC/CPL, 29, male, married, 1 child, 4-6 months w/company ]

Negative- weather. Being away from family/friends. [ PFC, 21, male, single, children, 19-24 months w/company ]

I am dual military and I have been married for 10 months. I have been separated for 5 months because of the deployment, 3 months due to assignment conflict. I the Army gives less than a \*\*\*\* about my family because we are dual military. [ SPC/CPL, 23, female, married, no children, 7-12 months w/company ]

Not only OJE/OJG, but the Army as a whole targets most of it's energies toward married individuals. Single soldiers like myself, aren't the least bit interested in sitting in briefings, classes (etc.) that don't mention a thing that affects our lifestyle. Maybe, if the married soldiers making these decisions would take the time to consider the fact that all soldiers aren't obligated to significant others, spouses, or any other choice of words used to identify these individuals. [ SPC/CPL, 23, female, single, status of children not specified, 19-24 months w/company ]

Time away from family is a very negative stressor. Family support is none existent! [ SPC/CPL, 23, male, married, no children, 4-6 months w/company ]

Miss my family, miss my coworker in the rear. [ SPC/CPL, 24, male, married, no children, 19-24 months w/company ]

This deployment hasn't been that bad to me personally mostly boring. Its hard to have sturdy morale when you are away from your family and your deployed for 6 months. [ SGT, 27, male, married, 1 child, more than two years w/company ]

Not once employed as Serbo-Croatian linguist, which was reason for my deployment. Separated from family for 350 days + 4 months training. Marriage falling apart due to separation + infidelity on part of wife. Nothing I can do here in Bosnia seems to help situation. [ SGT, 26, male, married, 1 child, 7-12 months w/company ]

Being away from family. [ SPC/CPL, 32, female, married, 2 children, more than two years w/company ]

My family is suffering too much. [SSG, 33, male, married, 2 children, 4-6 months w/company ]

How much emotional damage will all these deployments have to our children? The stress of so much deployments causes me to consider getting out of the army I like. [ CPT, 40, male, married, 2 children, 19-24 months w/company ]

This is hard on me because this is my third deployment in my first six years in the army. Its hard on me an my family and I still have 14 years to go if I want to retire in the army. I need to change pace and slowdown and spend more time with my family who needs me. [ SGT, 24, male, married, 1 child, 4-6 months w/company ]

Strongly disagree with Army and unit policies on family member emergencies. [ SGT, 29, male, married, 4 children, 7-12 months w/company ]

Perhaps I am disgruntled due to the fact that I suffer from "Mamaitis". I miss my mama! How I long to roll around in the Red River Saul! Although I've been away from home for the past seven years, never before have I been more than a ten hour pick up drive away from my mother's apron. I am homesick. [ PFC, 23, male, single, no children, 7-12 months w/company ]

Away from wife. [ 2LT, 22, male, married, no children, 0-3 months w/company ]

We spent too much time away from our families before we deployed. [ rank not specified, 29, male, married, 1 child, more than two years w/company ]

We've been away from our families so long & we've done things & scheduled to do when we should be concentrating on getting reunited w/our families. [ SPC/CPL, 24, male, married, no children, more than two years w/company ]

They make me feel more upset about the military & the things they do as a whole. The families of the deployed have a lot to deal with besides having to deal with work & stress of their own. The way they (deployments ) have effected me is that I cannot keep my mind on my job half the time. Plus at times, it makes me hate the U.S. Army's viewpoint on its' soldiers lives, feelings & values. Other than giving me a little extra money deployments don't do any good, but put strain on soldiers and his/her family. What the U.S. Army and the U.S. has to remember is that we are human beings and not machines! [ SPC/CPL, 21, male, married, 2 children, 13-18 months w/company ]

OJE took away my marriage. [ SGT, 29, male, separated or divorced, no children, more than two years ]

I also think that units do not realize that some of us soldiers have wives in the States and do not include them as part of the deployment e.g.. newsletters, bulletins, and information on re-deployment. Since it is difficult to communicate on the phone and written messages is the most insecure means of communication it is hard to keep people stateside informed. [ SGT, 31, male, married, no children, 1-18 months w/company ]

Trying to get my wife and family command sponsored out here was one hassle after another. I think the people responsible for doing it aren't concerned for the soldiers. That's just my opinion though. [ PV2, 23, male, married, 3 children, 7-12 months w/company ]

Being away from my family. [ PFC, 23, male, married, no children, 19-24 months w/company ]

Nothing here is set in concrete. Things change every minute. You can't finish one job without being given another to be done first and before you finish it they give you another more important. Leader's word here is hard to trust since it usually gets broken often no fault of theirs. Schweinfurt is not family oriented. Why we have government quarters, "I don't know." Soldiers with families never see them. Example: Last year when kids got out of school, 2nd brigade goes to the field. We come out and kids are getting ready to go back. Now we are going from Bosnia to Germany and get block leave. When? 15 May- 15 June. When do kids get out of school for vacation. "After the 15th of June." Opinion: take kids out of school during block leave and let them fail one year! [ Rank not specified, 33, male, married, 3 children, 13-18 months w/company ]

My deployment caused problems in my marriage because of the lack of time with my wife. [ PFC, 20, male, married, no children, 4-6 months w/company ]

It is good that we are in Bosnia, but it is unfortunate that we must be away from home as much as we are. Because training and deployments we are not home enough. [ SSG, 32, male, married, 2 children, 7-12 months w/company ]

The result lives of soldiers are at risk families getting broken and marriage ending up in divorce. [ PFC, 20, male, single, no children, 4-6 months w/company ]

I just got to this unit and I had a lot of problems to get my wife here (Germany) they make 6 or 7 mistakes in her papers. When I managed come back with my wife and only spend one month with her. Since I have been deploy I having problems with her because she don't like be alone. We done have children's yet. And she mention this situation continue like that she going to divorce. I don't know if I can handle this. IF I going to sacrifice my married for the army. If I have to make a decision took her. [ SPC/CPL, 29, male, married, no children, more than two years w/company ]

Being recently married ( 3 months prior to deployment ), has been a little difficult on my wife and myself. Also I don't feel that spouses are not being fully informed or taken care of when soldiers are deployed. Also I feel that soldiers are not being taken care of in a timely manner when it comes to their personal actions. If a soldier requests to stay (ex: FSTE) and the unit ( who knows the soldier best) wishes to keep the soldier, then the soldier should be able to stay. Too many people get involved and treat the soldier like a number. In some cases the soldiers have a real reason to stay. [ SPC/CPL, 26, male, married, no children, more than two years w/company ]

Everyday the army tells my soldiers that "we care about the army families". That is a lie! We have soldiers who have been denied the chance to save their marriages so that our unit can redeploy as a whole. [ SSG, 27, male, married, 3 children, 19-24 months w/company ]

The military needs to keep better track of how long their soldiers are separated from their families otherwise every wife out there will leave their husbands. I have been married 22 months and been with my family 5 out of those months and not one going thing has come out of those 22 months. Finally one more note on separation earlier I said that the army needs to keep track of this well by that I meant everything not just deployments. examples: schools, field problems, PCS moves. I missed my daughter being born because of a mistake on my PCS orders I couldn't change till I got to my next unit. Sincerely wanting to be a soldier. [ SGT, 23, male, married, 1 child, 13-18 months w/company ]

Army feels that "taking care of families " is all about money and benefits. For a government that espouses the benefit of a two parent home. The Army seems to excel on having children grow up in a single family home. All the money and benefits cannot replace a husband or father. We came to Bosnia so that the citizens could live in peace and have security for their families. The sacrifice for this goal was the destruction of American families in the process. Our task force has begun redeploying yet our company doesn't know our schedule for the next month. We are going directly into gunnery or maybe we'll go home first. The chain of command cannot tell us, therefore I cannot even tell my wife when I'll be home. Either three or six weeks. It feels that the chain of command doesn't understand that they are playing with real lives, and that it is no game. I place my family above. [ PFC, 27, male, single, no children, 4-6 months w/company ]

If you are married, this deployment will certainly test your relationship. I think it has strengthened mine, but I know of quit a few soldiers looking at separation and/or divorce. [ SPC/CPL, 24, male, married, 1 child, more than two years w/company ]

On a personal level I see things that could be done to raise morale, which I would say is quite low. The mail system is horrible, soldiers haven't received mail that they know has been sent. Nobody can tell us when we'll be home which is the single most important thing to any soldier. That seems to hold true to any deployment you go on though. [ SPC/CPL, 26, male, married, no children, 4-6 months w/company ]

The Army is not for a married man anymore. Those who are an officer may benefit, but as a E.M. we have to depend other resources to help out and maybe create another bill. [ SGT, 28, male, married, 1 child, 19-24 months w/company ]

I think team tank is getting \*\*\*\*\* on this gunnery. We've been away from our families for 5 1/2 months, now they want us to go home for 3 to 4 days and then go back to gunnery for 2 weeks. How can you expect families to think that the Army cares about them, when they take us away for so long. Then when we get settled a little and yank us back out to the field. I don't think that's the Army taking care of the family that's the Army taking care of itself. [ SGT, 30, male, married, 1 child, 13-18 months w/company ]

Away from family. [ SPC/CPL, 22, male, married, 1 child, more than two years w/company ]

Positive - money. Negative - family absence. [ SPC/CPL, 22, male, married, 1 child, more than two years w/company ]

I have been away from my daughter for the past 6 months and feel very upset that, being a single parent, my situations wasn't dealt with fairly. I never felt that I should have been treated differently than others, I just feel it could have been handled better. This deployed happened at a very bad part in my life. [ SPC/CPL, 23, male, separated or divorced, 1 child, 13-18 months w/company ]

Lost my family. [ PFC, 22, male, married, no children, more than two years w/company ]

This is the second deployment I have been on in less than a year and a half. Although my family has adapted it has been hard on them. With the downsizing of the army and the more peacekeeping missions come up that many good soldiers will not re-enlist. Although I am not one of them I don't blame some of them. I wish there was a way to keep some of these good soldiers in. [ SPC/CPL, 29, male, married, 1 child, 19-24 months w/company ]

Time away from families. [ SGT, 28, male, married, 1 child, more than two years w/company ]

My family was almost lost. Being away for another 6 mos. [ SSG, 26, male, married, 3 children, more than two years w/company ]

Away from my wife for 6 months. [ CPT, 28, male, married, no children, 7- 12 months w/company ]

No time to reunite with my family. [ SSG, 32, male, married, 3 children, more than two years w/company ]

Too long away from family. [ SGT, 25, male, married, 2 children, 13 -18 months w/company ]

Too much time away from families. [ SGT, 25, male, married, 3 children, 13-18 months w/company ]

Learn to let the soldier know about what is told to the family members ( so the family don't get mad with the spouse cause the soldier don't get the same information ). [ SSG, 27, male, married, no children, 13-18 months w/company ]

This deployment has been pretty hard on my family for a couple of reasons. I had to go back to Germany on emergency leave on two occasions. ! because of my wife had a gall-bladder surgery and was 4 months pregnant and second my grandmother passed away. This deployment was especially hard because we had just arrived to Germany about 2 months prior to deploying. [ SPC/CPL, 23, male, married, 2 children, 4-6 months w/company ]

Well I have a little girl at home and my little girl is 1 yr. & 2 months and I have only seen her for 5 months of her life, some one has stolen my ATM cards so yes I have some negative feeling. [ SGT, 26, male, married, 1 child, 19-24 months w/company ]

Separated from wife. Separated from dog. [ SGT, 31, male, married, no children, more than two years w/company ]

I met a girl a year before deployment , we got engaged before we left for Bosnia and the time apart is destroying my soul and heart. That's all that has ever been on mind & the possibility of redeploying is my biggest fear. [ SPC/CPL, 24, male, other, no children, 13-18 months w/company ]

## Hours of Work

Doing force protection details after Dulling the 0200-0800 guard shift is hard on some's mental status. It's already hard enough to try to sleep when everybody is up. It's certainly a negative experience. There should be a different detail for the Force Protection projects. [ Rank not specified, 20, male, single, no children, 4-6 months w/company ]

The positive thing about this mission is that made more money, so I paid just about all my bills. [ SPC/CPL, 23, male, single, no children, 7-12 months w/company ]

The long hours and experience was great. [ SSG, 33, male, married, no children, more than two years w/company ]

No down time. Days were too long (14-16 hour shifts ) No time for PT. No R&R. [ SGT, 25, male, married, 1 child, 7-12 months w/company ]

Working 12 hours a day for 7 days for 5 months. [ SPC/CPL, 22, male, separated or divorced, no children, more than two years w/company ]

The work hours are too long and time off is at a premium when compared to a non-deployment environment. [ MSG/ISG, 38, male, married, 1 child, 19-24 months w/company ]

My negative experience is when it comes down to a real mission. Everyone should do an equal share.  
[ PFC, 24, male, married, 1 child, 19-24 months w/company ]

My platoon seems to get more work than others. We do the job better than others. We get criticized by our c/o and 1SG more than others and the platoons get more credit than us, if not all the credit. Because of my unit's support of my platoon I and those of my platoon were forced to fend for ourselves on numerous occasions. My outlook would more 'n' likely be better had I and those in my platoon been treated better or even as a part of the unit. [ PFC, 21, male, single, no children, 7-12 months w/company ]

Before I was deployed, I made both professional and personal goals for myself. However I found that the mission was so great and demanding that I physically and mentally could not accomplish my goals. I work any where from 12-15 hours a day. I was not able to take a college course and my level of physical fitness has dropped a great deal. With all of this in mind, it makes it hard to go back home not accomplishing my goals. [ SPC/CPL, 24, female, married, number of children not specified, 13-18 months w/company ]

The section (TSO) I work in required us to work very long hours with little if any time off because lack of soldiers in our section. [ PV2, 20, female, single, no children, 7-12 months w/company ]

I feel that the unit changes its mind way too much when they give us duties, & then something always 'comes up' so another task. I feel that 'days off' are very important. [ SPC/CPL, 33, male, single, no children, 19-24 months w/company ]

Basically 6 months of 12+ hr./day, unnecessary - for - appearances - sake guard reaction force 6-7 days a week tends to give one the attitude that his leaders don't give a \*\*\*\* about his person or what's important to him. [ SPC/CPL, 29, male, single, no children, more than two years w/company ]

Guard every other day 24 hr shifts. Not much time for recovery after Guard duty. [ SPC/CPL, 22, male, single, no children, more than two years w/company ]

The only negative was the oddball hours. 3 am patrols and stuff like that. [ PFC, 27, male, single, no children, 4-6 months w/company ]

The tour length. [ PFC, 20, male, married, no children, 7-12 months w/company ]

Hours I work are long everyday. It's hard seeing the same faces day after day. [ SPC/CPL, 32, female, married, 2 children, more than two years w/company ]

I work 7 days a week nearly 13-14 hours a day. I haven't been off this base in weeks. I have nothing to say. I need to do my MOS ( Combat Engineer) not be stuck behind a desk. [ PFC, 21, male, single, no children, 7-12 months w/company ]

During the six months at camp McGovern I felt like the majority of it was doing mindless work. I missed a lot of missions that involved my MOS work on the 1st sergeants. [ PFC, 27, male, single, no children, 4-6 months w/company ]

Work hours too long, for no reason. Tent coordinates \*\*\*\*. We had people here in and out, then on 15 may we all had to move out of our tent into another. [ SGT, 25, male, married, no children, 13-18 months w/company ]



I do feel some soldiers who always put 100% into their work are not going to get the proper award they deserve. They will be getting AAM's. This will also be same award people get who sleep more hours of the day than they worked. I know everyone cannot get a Arcom, but I feel two pol soldiers really deserve one. [ SGT, 23, male, single, no children, 4-6 months w/company ]

My personal experience being with OJE is that I do not want to have ever again. The idea of seven days a week (sometimes 6) 12 hour days of work in a mission that was not in a war time situation made no sense do me. My morale has been low for these five months that I've been deployed and it has been mainly because of this. All I can say is that I'm happy this is over and I'm going back tired but happy to get the \*\*\* out of Bosnia. [ SPC/CPL, 21, female, married, no children, 4-6 months w/company ]

## Morale

In my MOS we are left out of the " Thanks For Doing A Great Job" chain. [ SGT, 29, male, married, 4 children, 7-12 months w/company ]

For the purpose of bettering morale allow leave to be taken . Adopt the policies of our partner nations. They have experience in this type of mission. [ SPC/CPL, 31, male, married, no children, 4-6 months w/company ]

I believe the greatest injustice during this deployment has been the use and abuse of "TCS" soldiers. These soldiers were "hand receipted" from unit to unit like equipment. The vast majority of morale problems I have encountered with TCS soldiers. [ WO2, 33, male, married, no children, 0-3 months w/company ] I feel that the mission here is worthwhile and I've really enjoyed my deployment. The greatest satisfaction was seeing the children happy and excited that we are here to stop the fighting. [ SPC/CPL, 22, male, single, no children, more than two years w/company ]

Experience new things, and pay raise. [ PFC, 23, male, single, no children, 13-18 months w/company ]

As being a part of Operation Joint Endeavor/Guard its really giving me the experience of my future goals and I was glad to be a part of it. [ PFC, 23, male, single, no children, 13-18 months w/company ]

Well I have traveled and met new people. The pay, honestly, has helped a lot. [ PFC, 20, male, single, no children, 7-12 months w/company ]

I appreciate the experience gained in this operation. [ MSG/ISG, 38, male, married, 1 child, 19-24 months w/company ]

I think this tour has been very monotonous. This experience has been very helpful in my ARMY CAREER so far. I'm glad that I can be a part of this operation. It made me feel good to be an American. I'm proud of what we have achieved accomplished. [ SPC/CPL, 23, male, married, no children, more than two years w/company ]

I think that this deployment helped a lot of the new soldiers like myself, because you really get to know yourself and the other soldiers in your unit. [ PFC, 19, male, single, no children, 0-3 months w/company ] Keeping peace on both sides and a peaceful place to stay for all people. [ SPC/CPL, 36, male, married, 1 child, more than two years w/company ]

Rediscovered my relationship with God. Had an opportunity to meet some of the people, young and old, that this mission supports and gained a greater understanding of them and the value of the success of this mission, no matter how long it takes. Have learned in earnest that one person can make a greater impact and difference in people's lives than in generally believed. Have refined my relationship with my wife and children and we all are proud of America and what missions like this mean to the world. [ Rank not specified, 41, male, 2 children, more than two years w/company ]

Have discovered just how much hatred and selfishness exists in the world and in the Army. [ Rank not specified, 41, male, 2 children, more than two years w/company ]

I've learned many things that I feel will help me in the future. [ SSG, 33, male, married, 2 children, 19-24 months w/company ]

This gave me the opportunity to get some hands on experience. [ SPC/CPL, 26, male, single, no children, more than two years w/company ]

I am very happy that I was able to spend time in Bosnia. I have really come to appreciate the things I have after seeing the way most of the people here are forced to live. I will definitely be a better person after I leave here. [ PFC, 22, male, single, no children, 4-6 months w/company ]

If I had to answer this survey before I came to this job last month the results would have been very different. Up until then my work experiences on this deployment were pretty miserable. But now I have a great job and my only regret is that I wasn't here 7 mo. ago. Amazing what a positive thing it is to have a job which one can do well and be appreciated and respected for it. [ SGT, 43, female, married, 5+ children, 7-12 months w/company ]

The most influential events, while being deployed here, were looking at the children here smile and wave at us while on patrols. Every patrol was the same. A reassurance that our presence here is making a difference and has made a difference. [ SSG, 31, male, separated or divorced, 1 child, 13-18 months w/company ]

My family appreciates and supports me. A lot of time to do correspondence courses. [ SPC/CPL, 24, male, married, 1 child, 13-18 months w/company ]

I feel what we are doing here is way helpful to the people living here. it feels good to feel like a Good Samaritan. I like helping people. [ PV2, 20, male, single, no children, 4-6 months w/company ]

It has made me a better person, at allowing me to see how people in this country are living and how good I really have it. [ SFC, 32, male, married, 2 children, 19-24 months w/company ]

I got to know people better in my unit then I would have tried back in the rear. [ SPC/CPL, 33, male, single, no children, 19-24 months w/company ]

Being part of OJE helped me look at what is going on in my life and my job. [ PFC, 21, male, married, 1 child, 7-12 months w/company ]

Many soldiers here are dedicated to the cause and seek out other soldiers who need help. [ LTC, 25, female, single, no children, 13-18 months w/company ]

I've enjoyed the teamwork and " coming together " of our detachment to accomplish a mission during this deployment. It's difficult when you're pulling people out of their personal lives for such a deployment, but unit members seem to be maintaining good morale and doing their parts to ensure the mission is accomplished. [ MSG/ISG, 40, male, married, 2 children, more than two years w/company ]

I feel that I know my seniors, peers & subordinates better because of this deployment. I feel more like part of the team. [ SGT, 26, male, married, 1 child, 13-18 months w/company ]

Talking to kids on the streets and seeing them go to school and have a normal life, helped me make sense out of this deployment. Knowing that somehow people living "better" because of our presence here, help me feel better and gives me the motivation to do my job. [ SPC/CPL, 29, male, single, no children, more than two years w/company ]

Met a lot of interesting people and learned a lot. [ SPC/CPL, 29, male, married, 1 child, 4-6 months w/company ]

A good experience for future deployments. [ SGT, 25, male, married, 3 children, 13-18 months w/company ]

The training we got before we left was useless. Wearing the Kelvar in P.T. gear is not a good for the morale, soldiers need sometime it unwind without Kelvar. Especially gum and showers. [ SGT, 32, male, single, 3 children, 7-12 months w/company ]

The positive aspects of this deployment are experiencing a new environment and different culture. [ SPC/CPL, 25, male, married, no children, 19-24 months w/company ]

Got an opportunity to see a lot of the country. met a lot of interesting people and went to a lot of interesting places. [ PFC, 22, male, single, no children, 4-months w/company ]

I felt I really made a difference in these people's lives. [ SPC/CPL, 21, male, married, 1 child, 7-12 months w/company ]

Most everything about this deployment is good. It's no fun leaving family but it is part of the job. [ CPT, male, 40, married, no children, more than two years w/company ]

My brother is in the hospital due to a serious car accident. He has brain damage. Ft. Lewis is real close to my brother and the Army won't let me go there. By doing this has changed all my plans to re-enlist, and I am hurt real bad and my brother needs me. this is not acceptable. [ PFC, 26, male, single, no children, 7-12 months w/company ]

The positive thing about OJE is that I have learned my job. [ SPC/CPL, 33, male, married, no children, 4-6 months w/company ]

At first I thought that it may have been a difficult time for me here because this is my first deployment. But now I don't mind it at all. I would gladly do it again. [ SPC/CPL, 23, male, single, no children, 4-6 months w/company ]

I have learned more, here about the Army and my job. I've got to see places that I wanted to see, such as Sarajevo. I've got to test my relationship. [ SPC/CPL, 20, male, other, no children, 4-6 months w/company ]

It was a experience. I enjoyed working with and meeting Bosnians. [ SPC/CPL, 23, female, separated or divorced, no children, 13-18 months w/company ]

I feel as though we( B COTF 1/26 IN ) has accomplished our mission and was a very vital asset to OJE. We have worked long tedious hours and soldiers should be rewarded. Unfortunately, our lives and families had to be put on hold to do so. [ SGT, 31, male, married, 3 children, 7-12 months w/company ]

I have learned a lot of things here in TSO. [ SPC/CPL, 22, male, single, no children, 4-6 months w/company ]

The flip side is I am extremely proud to be apart of this mission. We have showcased ourselves to the world, and looked awesome doing it. However, I won't be sad to be going home. [ SPC/CPL, 27, male, separated or divorced, no children, 13-18 months w/company ]

Because I have a somewhat unique job I feel I am important. It is very, very and depressing being over here but I do feel I am needed. I believe my immediate leadership care about the soldiers and really deserves some recognition for doing such a great job accomplishing the mission. The morale is low but we all know we have a job to do and it always gets done. Support platoon definitely leads the way. [SPC/CPL, 23, male, single, no children, more than two years w/company ]

For me the most positive aspects of this deployment include learning so much about my job. I've had the opportunity do so much more than when I was back in the rear. Also I've gotten to know a lot of the civilians and local national that work here. For me it has helped me to see why we are here. [ PFC, 22, female, single, no children, 7-12 months w/company ]

Felt like a prisoner, hated being here and don't want to come back. I am going to my home in Germany. [ PFC, 20, male, separated or divorced, no children, 7-12 months w/company ]

Well, I don't have much positive things to say but everyone worked as a team and there were no individuals and it was a great experience. [ SPC/CPL, 25, male, single, no children, 13-18 months w/company ]

Sometimes I feel like killing people for the little things but I don't because of the consequences. [ PFC, 21, male, single, no children, 19-24 months w/company ]

My first deployment, loved it , saved money, made friends & learned how a deployed army operates. [ PFC, 27, male, single, no children, 4-6 months w/company ]

I believe I have done an adequate job with the skill and training I have received. I have only been in the Army one year. And six months has been in Bosnia, can't wait to get back to civilization. [ PV2, 19, male, single, no children, 4-6 months w/company ]

I am glad I had the opportunity to participate. [ SPC/CPL, 29, male, single, no children, 4-6 months w/company ]

Deploying has been quite an experience for me. It's been challenging and rewarding on occasion, and sometimes it as been less than splendid. I still learned a lot from the deployment and right now I am looking forward to redeploying and going home. [ PFC, 19, male, single, no children, 7-12 months w/company ]

I also feel that pride in your work in general is important but most people don't and that should be stressed more. [ SGT, 31, male, married, no children, 1-18 months w/company ]

OJE helped me think about a few things that are going on. [ SPC/CPL, male, single, no children, more than two years w/company ]

MI learned how to better focus my efforts in order to more effectively achieve my goals. [ SPC/CPL, 21, male, married, no children, 19-24 months w/company ]

I'm a TCS soldier from FT Carson, lack of benefits is lowering morale. [ SPC/CPL, 21, male, single, no children, 4-6 months w/company ]

Made a friend for life. Not going to see that friend as much as I would like. [ PFC, 23, male, married, 3 children, 7-12 months w/company ]

I feel I have become more homicidal each growing day and I just might crack when I get back. [ SPC/CPL, 25, male, single, no children, 13-18 months w/company ]

Being deployed gave me a chance to think about some of my problems and ideas to solve them. [ PFC, 20, male, married, no children, 4-6 months w/company ]

Learned a new job as 88M ( my job is 13B) learned more about myself, discipline. [ SGT, 29, male, separated or divorced, no children, more than two years ]

It was a great learning experience. [ SGT, 25, male, married, 2 children, 13 -18 months w/company ]

Positive:, challenging experience, good real world mission, experience different culture, sharpened a lot of my work skills. [ CPT, 28, male, married, no children, 7- 12 months w/company ]

During this deployment it has changed my mind about the military. It has helped me make decision as far as getting out the military. The longer I stay in the better chance I have of deploying again and I refuse to let that happen again. [ PFC, 24, female, single, no children, 19-24 months w/company ]

Positive things happened here at OJE in my area. I feel privileged to have supported troops with lots of support of Class I + II + IV. [ SSG, 33, male, married, no children, more than two years w/company ]

It was very fulfilling to see people move back into their homes. It made me feel proud of myself for a job well done. [ PFC, 26, male, single, no children, 13-18 months w/company ]

Just being able to be a part of the I/SFOR process is very exciting. I can say that I've enjoyed being a part of someone's life less fortunate than myself. The U.S. presence here in Bosnia shows that there are some decent human beings left in the world. God bless America. [ MSG/ISG, 38, male, married, 1 child, more than two years w/company ]

There are not many positive things to say about being deployed. There are a lot more negatives so I'll leave it at that. [ SPC/CPL, 21, male, single, no children, more than two years w/company ]

I feel that I, my section, platoon, company, and task force have accomplished our mission from beginning to end to the best of our ability. This is proven by the results of our missions and the positive affect we have made in Bosnia. [ SPC/CPL, 29, male, married, 1 child, 19-24 months w/company ]

Gave out \$3,000 worth of school supplies to Bosnia kids. Came closer to God. [ SSG, 26, male, married, 3 children, more than two years w/company ]

We helped bring peace even for awhile to the people of this country. [ SPC/CPL, 24, male, married, no children, more than two years w/company ]

I enjoyed participating in the camp DIMI basketball team association and playing against then Serbs, and Croatians teams. [ PFC, 21, male, single, no children, 0-3 months w/company ]

I think I have become physically & mentally stronger since the deployment first started. [ SPC/CPL, 24, male, single, no children, more than two years w/company ]

I have become more skilled in my job but I have become more depressed. [ SPC/CPL, 21, male, married, no children, more than two years w/company ]

I feel that my part as Motor Sgt. was important to the unit to complete its' mission. [ SSG, 31, male, married, 3 children, 19-24 months w/company ]

Morals are decaying. Soldiers at all grades are more concerned with own career over taking care of fellow soldiers. [ SGT, 31, male, married, 4 children, more than two years w/company ]

Knowing IFOR/SFOR ( as a whole ) make a difference. [ SGT, 31, male, married, 4 children, more than two years w/company ]

It's been a great experience for me. [ SPC/CPL, 27, male, married, 2 children, more than two years w/company ]

A lot of us haven't done anything since we got here, except guard duty 3-4 times a week. That got tedious fast and affected everyone's moral. I think no one minds deploying if there is a real job to do, for us there wasn't. I have left camp a total of 5 time since deploying. That's wrong. Its hard to feel like one makes difference if you don't see the outcome. [ SPC/CPL, 21, male, single, no children, 13-18 months w/company ]

### Living Conditions

Quality of life at \*\*\*\*\* base is overall poor especially for soldiers on shift. [ SSG, 35, male, separated or divorced, 3 children, more than two years w/company ]

The only negative aspect that still bothers me after these six months is the confinement in this camp. I can't go anywhere. I never have any kind of a mission outside of this place. I've only been out twice. Both times it was to Tuzla Main about the same subject, sexual harassment. [ PFC, 22, female, single, no children, 7-12 months w/company ]

OJE has great facilities, could use some work on the dining facility. [ PFC, 20, male, single, no children, 19-24 months w/company ]

The billeting is inadequate, soldiers should not have to move five to six times during deployments when stationed at a fixed site. Let them establish a "home" of personal signature instead of moving them, making them pack-up personal items ( i.e.. pictures of loved one's, etc.) There should be enough barracks space for everyone including gaining units without stacking people on top of each other. That shows poor management and control! [ SSG, 36, male, single, no children, 13-18 months w/company ]

Felt like a prisoner who volunteered to deployed to Bosnia or wanted to stay here to fill void and were told no. I do not understand why. I am one of those soldiers and m morale was negatively affected. [ SSG, 34, male, married, 3 children, 19-24 months w/company ]

12 people to a tent. [ PV2, 23, male, married, no children, 4-6 months w/company ]

It has been 6 months of lack of personal privacy which is a absolute for me. Amount of personal privacy is key for my everyday moods and attitudes. [ SGT, 25, male, married, 1 child, 7-12 months w/company ]

Company command group does not care about soldiers i.e.. leaves/passes. [ SSG, 32, male, married, 3 children, more than two years w/company ]

Tendency of General Officers to be out of touch with reality, overly concerned about policies, and not willing to treat soldiers as human beings with human needs who should be allowed to take leave, see their loved ones in a predictable manner, and yes, even occasionally take risks. Zero defect / zero risks policies kill the souls of the soldiers. The "No Alcohol Policy". This is not a problem in-and-of-itself, but it is further sign that General Officers don't trust their own soldiers and commanders. What the \*\*\* ever happened to "personal responsibility" ?!?! [ SGT, 42, male, separated or divorced, no children, 4-6 months w/company ]

I resent the fact that the U.S. contingent alone of all IFOR/SFOR components is forbidden alcohol. If we are the best trained, most professional Army in the world, why do we get treated like kids? Either we are adults or we don't belong here. [ SPC/CPL, 27, male, separated or divorced, no children, 13-18 months w/company ]

The first few months it was okay living w/ everyone, now we are once again packed like sardines. I find this extremely difficult, I could probably handle a few more months of this if I had some space. The prices in the PX should compare more w/ the commissary than Shoppette! [ SPC/CPL, 30, female, married, no children, more than two years w/company ]

On the other hand the accommodations are quite good, as far as the laundry service, PX, chow hall etc. [ SPC/CPL, 26, male, married, no children, 4-6 months w/company ]

Food was pretty good ( better than defac in Scwienfurt ). Sleeping quarters were pretty good. [ SGT, 25, male, married, 1 child, 7-12 months w/company ]

Wearing all this gear makes no sense. When you have other camps that don't have to. Carrying a weapon and not being able too wear civilian clothes to the gym when other scan. Having to sleep with the heaters off at night when it is freezing. Being around guys who believe women are not capable of doing things a man could. [ SPC/CPL, 21, female, single, 1 child, 4-6 months w/company ]

I don't like being confined to camp, and not having any private area to myself. All I have to look forward to is mail. [ SGT, 42, male, married, 3 children, 4-6 months w/company ]

Laundry Turn in point. Weight room. Deployment knowledge. [ SPC/CPL, 22, male, single, no children, more than two years w/company ]

The living quarters, chow, and MWR activities were good. [ PV2, 20, female, single, no children, 7-12 months w/company ]

Great to work with and see soldiers from other countries. Chow is good, building things up to improve living cond, Medical personnel truly care here, more than in the rear. [ SGT, 25, male, married, no children, 13-18 months w/company ]

I feel this has been the worse months of my life, I've never been in jail prison, but these last 6 months sure have seemed like it. [ SPC/CPL, 25, male, single, no children, more than 2 years w/company ]

Living conditions for soldiers have been very good. [ SPC/CPL, 29, male, married, 1 child, more than two years w/company ]

On the down side morale could easily be lifted and motivation increased by changing some policies. Many soldiers rarely get off to base camps and get a bad case of cabin fever. We should be able to go out more in towns with less restrictions. I feel we re treated like children not to be trusted and we are all punished as a whole from one soldiers carelessness or mistake. The fact that we are not allowed to drink bothers many of us soldiers. we should be given that privilege until individual soldiers abuses that privilege. Then soldier should be disciplined, not as an entire Task Force. We are grown adults and want to be treated as such. I talk with many of the soldiers about this and all have agreed so far with my views. I love the Army and my country but I plan on getting out because of many bad policies and senior leaders worried more about their career than their soldiers. I will refuse to be deployed again under TCS status. Too many rules, not enough mission during deployment. Deployment is too long, puts too much stress on family.  
[ WO2, 42, male, married, 1 child, 4-6 monthis w/company ]

Able to go school. Able to go to gym on mostly regular basis. Extra money to pay bills. [ SGT, 31, male, married, no children, more than two years w/company ]

Kelvaz blankets \*\*\*\*. [ PFC, 22, male, married, no children, more than two years w/company ]

My platoon Sgt. and Plt. leader are the only examples of leadership I would follow, they both care for and train the soldiers in their responsibility to a high degree. The chow hall was better than the one I ate In Germany. I saved a lot of money. [ SGT, 27, male, married, no children, more than two years w/company ]

Soldiers should be allowed to go down town and socialize with local nationals. [ SSG, 35, male, separated or divorced, no children, 19-24 months w/company ]

American soldiers should be allowed to mingle with the local nationals just as the other countries here do, allowing them to do this would allow the local nationals and the American soldier understand exactly why he is here and the local nationals understand the soldier. The average soldier spends more time on guard duty than on any other mission, understandably, but allowing them freedom during time off would reduce the level of stress for them. [ Rank not specified, 34, male, married, 2 children, 7-12 months w/company ]

Getting to see the country and culture. Seeing the sincerely appreciative kids. The pay. [ PFC, 20, male, married, no children, 7-12 months w/company ]

I also think that alcohol should be permitted on special occasions. We were Thanksgiving, Christmas, New Years and the Superbowl and not once we were able to just sit down and relax. Thanx troops! Yeah right. [ SGT, 27, male, married, child, 13-18 months w/company ]

But for the deployment itself was well executed and many comforts of home that I didn't expect to be here. I would give the soldiers a chance to use other ways to call home other than ATT phones. They rip people off. Come on \$1.85 a minute that is ridiculous. [ SGT, 30, male, married, 1 child, more than two years w/company ]

Facilities, housing, recreation, chow halls and Brown Root. [ PFC, 20, male, single, no children, 4-6 months w/company ]

Living conditions are excellent, but environment too restrictive. Training is important before and after deployment but so is taking a break for more than a couple of days. [ SSG, 24, male, married, 2 children, more than two years w/company ]

Chow great. Living condition very good. [ SPC/CPL, 25, male, married, 1 child, 19-24 months w/company ]



Helping others have a life again. Living conditions. Phone & MWR. Money and travel, working and meeting with foreign armies. Being involved in a peace keeping mission. Beer tent in Taszar. [ SGT, 39, male, married, 3 children, 13-18 months w/company ]

The living conditions are not as bad as I expected. just trying to fight some of the boredom and looking forward to being with my family. [ SGT, 27, male, married, no children, more than two years w/company ]

Tuzla main is worse than other surrounding camps, tents, showers, movies and entertainment. [ SSG, 32, male, married, no children, more than two years w/company ]

Interesting challenging job with minimum of usual admin. Interesting international environment; good to see NATO work. Pride being part of a very important and worthwhile mission. Good soldiers. Good unit, good living conditions. Good food. Good money. [ SGT, 42, male, separated or divorced, no children, 4-6 months w/company ]

Lock up in the camp, can't see or visit some places in the local economy because of leadership fear that something will happen to soldiers. Soldiers make their own destiny. [ SPC/CPL, 36, male, married, 1 child, more than two years w/company ]

The main problem I have witnessed this deployment is lack of standards. Our uniforms, living conditions, the time people work are all different. What happened to our Army that always worked together in the same fashion? Shifts were standard throughout entire divisions. Everyone wore the complete Battle Dress & Gear hours a day. There was less opportunity for losses. We have become a soft and easy Army. we are not leading nor are we supporting our leaders to LEAD. Whether this is a WAR ZONE or just some DANGEROUS, NCO's must lead troops. All troops are in care of NCO's including the officers. However after you make corrections and plan detail rosters and things still are not working properly you blow up and you're at fault. When its all working well all leaders take the credit. However when generator runs out of fuel or rounds come up missing, the senior NCO is to blame. I truly enjoy my work. What I do is very important. However, my family is having a very hard time. I'm on an unaccompanied tour and due to the deployment only saw my daughter (13) for seven (7) and my son (2) for 35 days in the past 35. We received no R7R opportunity, and my wife who will travel to Budapest for seven days will only be able to see me for three. The unit will not give me a whole week, which surely I have earned by my hard work, and the additional hardship of being geographic Bachelor. I feel the Army as an institution only pays lipservice to family support and really does not care about families at all! The demands of the Army and the well being of my family have been diametrically opposed. Factor in decking benefits with more OOTWA missions, a complete lack of time for personal/educational development, and comparatively low pay, and you will agree with me that Security for soldiers on remote sites is very poor. Food quality is very poor. [ SPC/CPL, 23, male, married, no children, 4-6 months w/company ]

We conducted missions on very icy and snowy roads with drop-offs over a couple hundred feet so I felt pretty dang upset for doing that. But other than that everything was fine and boring. [ SPC/CPL, 23, male, single, no children, 7-12 months w/company ]

Negative, away from beer and family. [ PFC, 22, male, single, no children, 7-12 months w/company ]

Exposure to the fumes from the portable kerosene heaters used over here are not environmentally safe in my opinion. [ SFC, 36, male, married, 2 children, 7-12 months w/company ]

I have experienced a superb improvement on the living conditions since my arrival in Oct 1996. The food in the mess hall is the best I've had in nine years of military service. The benefits of deployment: free soda, free mail, free newspaper, quality gym and gear, combat tax zone exclusion. By far the positive outweighs the negative. [ CPT, 32, male, single, no children, 4-6 months w/company ]

Living conditions are not much better here than if we were at war. Must work or come in contact with too many soldiers with no moral courage. [ MAJ, 45, male, married, 3 children, more than two years w/company ]

## Other

Extra \$. [ SPC/CPL, 27, male, single, no children, 13-18 months w/company ]

Learning more of MOS and others, actually being deployed. Achieved awards, coin and rank. [ SPC/CPL, 20, female, married, no children, 7-12 months w/company ]

I was able to get some excellent footage to make a couple music videos and was able to save some money due to the lack of ATM's and class 6. [ SPC/CPL, 21, male, single, no children, more than two years w/company ]

Army has problems, that need to worked out. [ SPC/CPL, 24, male, married, 2 children, 19-24 months w/company ]

The best thing about deploying in this operation is the money I made and the real world experience I gained. Because I am not married I really didn't have any negative experiences. [ PFC, 19, male, single, no children, 4-6 months w/company ]

I feel I deserve more respect, as an E-4, than I'm given. That is the only thing I hate! [ SPC/CPL, 22, male, single, no children, more than two years w/company ]

Tremendous weight gain. Seeing the true side of supervisors and higher. [ SPC/CPL, 20, female, married, no children, 7-12 months w/company ]

Beneficial education courses are needed in OJE/OJG. I would've liked to have worked on getting closer to my degree rather than take a course that has absolutely nothing to do with common occupational courses like chemistry or psychology or anatomy. [ PFC, 20, female, married, no children, 7-12 months w/company ]

I have stopped smoking so something positive came out of 6 months of boredom. [ SSG, 26, male, married, 4 children, more than two years w/company ]

The pay in which we are receiving along with the benefits is a great thing. A chance to see how the Army works on a deployment that has a lot of impact on soldiers, families and civilians in the area of operation. [ SGT, 31, male, married, no children, more than two years w/company ]

I made some money. [ SGT, 25, male, married, 2 children, more than two years w/company ]

More money , got in pretty good physical shape. [ SPC/CPL, 24, male, single, no children, 13-18 months w/company ]

Helping less fortunate people of the world, saving good money, taking college classes, on job training. [ SPC/CPL, 24, male, married, no children, 13- 18 months w/company ]

Need to keep the soldier informed of what I going on. Once mission is complete take care of soldier. Also need to take care of our own soldier. Let soldier known that we care about them. [ SSG, 27, male, married, no children, 13-18 months w/company ]

NO chance for language maintenance, I'm forgetting what I tried so hard to learn at DLI ( Arabic).  
[ SPC/CPL, 27, male, single, no children, 13-18 months w/company ]

My positives observation is the fact that this deployment gave me a chance to pay some bills, save, be with myself & " know others ". [ SPC/CPL, 32, male, married, 1 child, 19-24 months w/company ]

I had a medical problem (still do ) that required an x-ray but since it's a 2 1/2 hour convoy all I could do at the time was sign a waiting list. it's been over 30 days, and all they are doing is giving me pain medication. The good point is I will be back at home station in 22 days so I can get this problem fixed, and stop limping around. I do know this: the small bones in the foot cannot be checked without an x-ray! So I believe the medical support at camp McGovern was very poor [ SFC, 34, male, married, 3 children, 7-12 months w/company ]

Seeing children play outside. [ SGT, 29, male, married, 4 children, 7-12 months w/company ]

No alcohol " Are we children or soldiers?" People attempting to further their career at others expense. The "Dog and pony show syndrome." Wearing "Battle Rattle " when every other Army is in soft cap. Pulling guard, when we have 10,000 mp's. [ SGT, 39, male, married, 3 children, 13-18 months w/company ]

Not doing then job I was trained for. [ SSG, 26, male, married, 2 children, 19-24 months w/company ]

You get extra money for being deployed. [ PFC, 22, male, single, no children, 7-12 months w/company ]

Encountered situations in my job I normally would never have seen. Pay allowances. [ PV2, 23, male, married, no children, 4-6 months w/company ]

It's only six months. They're not fighting. [ SGT, 32, male, separated or divorced, 2 children, 7-12 months w/company]

Got a lot more money. [ PFC, 22, male, married, no children, more than two years w/company ]

My finances have been messed for the whole deployment with several attempts to fix them not working.  
[ PV2, 20, female, single, no children, 7-12 months w/company ]

At first we deployed here everything was OK. we didn't have to wear Kelvar's with PT's now we do.  
[ PFC, 21, female, single, no children, 7-12 months w/company ]

I'd like to know how much exercise soldiers got while deployed whether aerobic or anaerobic and how much it was used to cope with stress. [ PFC, 31, male, married, 1 child, 13-18 months w/company ]

The indiscriminant killing of women and children has stopped as a result of the presence of IFOR/SFOR.  
[ SFC, 41, male, married, 2 children, 7-12 months w/company ]

The killing will resume after the departure of IFOR/SFOR. [ SFC, 41, male, married, 2 children, 7-12 months w/company ]

We came accomplished, felt relieved and okay. Getting the \*\*\* out of Bosnia. [ PFC, 20, male, separated or divorced, no children, 7-12 months w/company ]

Good experience but I personally feel O.J.E. is an exercise in futility because I believe war will resume once N.A.T.O. is gone. [ SPC/CPL, 20, male, single, no children, 7-12 months w/company ]

The pay. [ PFC, 23, male, married, no children, 19-24 months w/company ]

Working with capable, very different people from all over the world. [ SFC, 45, male, married, no children, 7-12 months w/company ]

All mistakes made that need discipline should be administered the exact same way E1-E9. Double standards. [ PFC, 21, male, married, 2 children, 7-12 months w/company ]

Being put on a base operated by a unit that has no idea what your MOS does and that takes care only for that MOS soldiers IMPS vs. everyone. [ PFC, 28, male, single, no children, 13-18 months w/company ]

I think this deployment was a waste of time and military resources. Tax dollars were wasted in training soldiers inaccurately for their mission in Bosnia. [ SPC/CPL, 25, male, married, no children, 13-18 months w/company ]

My world basically stopped as the rest of the world kept rotating. [ PFC, 20, male, single, no children, 13-18 months w/company ]

It was a chance for me to get a real view of the situations in some places outside of the U.S. and not take things for granted. [ SGT, 25, male, married, 1 child, 7-12 months w/company ]

### Leadership

I am disappointed in the lack of mentorship and 'preparing me for success'. I do that for all my folks. However, as a lieutenant it seems the upper officers are doing their own thing, not developing jr. leadership - that may be related to why you lose your best people. [ ILT, 35, female, single, no children, 13-18 months w/company ]

NCO's need to listen to more experienced lower enlisted. NCO's also need to learn their soldiers by talking to them, not by reading about them. Take suggestions as suggestions. NOT insubordination!! All good NCO's leaving and not so good are staying in the Army. [ SPC/CPL, 25, male, separated or divorced, no children, 19-24 months w/company ]

Civilian translators must wear kevlar on post, and flak vests in convoys. But they do not wear any of this when they go home at night. If we are so short on living space that soldiers must constantly move to new tents of 12 or more to make room for more soldiers, why do they keep building more office, MWR, and AAFES buildings instead of putting in more living areas. There are civilians, special forces, Navy, and Marines wearing soft caps or no head gear at all, is there a double standard. [ SGT, 21, male, single, no children, 7-12 months w/company ]

Positive - I have gained a lot of knowledge from this deployment as well as experience. This will help me personally and professionally. I have also made friends here for life. [ SPC/CPL, 32, female, married, 2 children, more than two years w/company ]

It is evident that too many mid-level leaders mostly SGT + SSG, consider themselves above work. The SPC + below are tasked to work, the SGT + SSG, hide-out and cannot be found to work. The "Backbone of the Army" is now the SPC not the SGT. Having attachments not being part of the command + control of the unit is frustrating. No recourse for corrections if needed. It caused a lot of problems in the medical platoon. [ CPT, male, 40, married, no children, more than two years w/company ]

In addition, the force protection measures (Kevlar, flak vest, protective mask, ammo, weapons) that the U.S. soldiers must endure when our allies don't is totally unnecessary and ludicrous. It is an obvious case of the senior levels of leadership covering their behinds so nothing happens on "their watch". [ SGT, 28, male, married, 3 children, more than two years w/company ]

Most higher ups are only worried about their careers and end up \*\*\*\*\* the soldiers. Mainly officers CPT's + up! [ SPC/CPL, 20, male, single, no children, 7-12 months w/company ]

Just the feeling of been treating like a moron makes me reconsider some of my views about the Army. Officers who think they are almighty because they can never be wrong, or because they have college. Guess what? I have college, and I'm working on my masters, but I'm just an E-4. Which by the way, NCO's think that we are not paid to think. Others just have "ego trips" and try to take away your way thinking and values. That's why I can't wait to go back to Germany, and spend free time with real people. Only then I have to worry about seeing them at work. [ SPC/CPL, 29, male, single, no children, more than two years w/company ]

The majority of my difficulties in OJE have been caused by my squad leader. [ PFC, 19 male, single, no children, 13-18 months w/company ]

Not enough personnel to properly complete most missions. [ SGT, 26, male, married, 1 child, 7-12 months w/company ]

My life with NCO's is not getting easier even now that I'm training to become one. [ SPC/ CPL, 26, male, married, 1 child, more than two years w/company ]

I feel that the mission we were sent for is a important one. Although we are allowed to accomplish our mission due to the lack of support from our higher command. [ SPC/CPL, 26, male, married, 3 children, more than two years w/company ]

Unclear definition of mission and a commander who does not care for his troops, the mission, but is constantly concerned on things that are beneficial to himself. Unit cohesion has suffered, morale is not existent and the mission has suffered greatly. He questions my integrity and professionalism as an NOC with no reason. He intimidates me and belittles my ideas, questions, concerns regarding our mission. It saddens me to see such people reach field grade rank. I lack confidence in my commander and feel his professionalism and integrity were never of concern to the powers who promoted him. It is of great concern to me that other soldiers may have leaders who are lacking motivation, integrity, and the knowledge to clearly define a mission and achieve success. I do not enjoy personal attacks on fellow soldiers but feel it is in the best interest of my fellow NCO & future soldiers that this be written. [ SPC/CPL, 28, female, no children, 7-12 months w/company ]

Changes in information because people cannot get their heads out of their \*\*\*\*\*. Disrespect from higher ranking individuals . A complete loss of control of my life! No privacy! Absolutely no freedom ( but hat is the Army as a whole!) [ SPC/CPL, 23, male, single, no children, 13-18 months w/company ]

Confidence in myself and platoon due to lack of support - we made it happen: Independent from the company to dependent on ourselves - stronger tighter platoon - close. Common sense ruled - less jerking soldiers around when we planned our own missions. [ SFC, 43, male, married, no children, 4-6 months w/company ]

Comrade leadership under \*\* \*\*\*\*\* is great. If it don't make sense, don't do it is the rule. [ MAJ, 37, male, married, 2 children, length of assignment not specified ]

With the exception of my immediate advisor, my command structure has demonstrated on a consistent basis that they care very little about my well being as a soldier or a person. [ SPC/CPL, 22, male, single, no children, 4-6 months w/company ]

Lack of support never understood our command relationship with regards to our company vs. the task force. Command relationship most of the time seemed more of matter of convince for the command - who supports us remained a mystery. Isolation resulted in little or no communication with parent organization - resulting in rumors and hard feelings. [ SFC, 43, male, married, no children, 4-6 months w/company ]

1st platoon is the best. They are all my friends. 2nd Lt. \*\*\*\*\* is one of finest officers I've worked with. My NCO's and fellow soldiers work well perform other duties well. [ PFC, 20, male, single, no children, 13-18 months w/company ]

Some of the people I work with in this headquarters make me feel inferior or less intelligent compared to them. [ MSG/ISG, 38, male, married, 1 child, 19-24 months w/company ]

There were a few deserving soldiers skipped for promotion. Our chain of command stated that it was because the soldiers have lacked in performance either recently or in the past. We have soldiers that are highly motivated, bust their \*\*\* on a daily basis , have had no letters of indebtedness, & has worked beyond the call of duty repairing equipment so that the Engineer line companies could complete their mission. I am approaching my DEROS & getting ready to PCS & I can't wait. I know that there's the chance of me going to a worse unit, but I'll take my chances. [ SGT, 24, male, married, no children, more than two years w/company ]

LI think this deployment could have been run more smoothly. I think if you make some go on advance party with less than a day notice it is wrong. The leadership has much to be desired. [ PFC, 22, male, single, no children, 13-18 months w/company ]

The extremely negative aspects of the deployment are working with difficult NCO's in this platoon. It has made the last year in the army difficult to deal with. I dread going to work, working with these people. It's been the hardest to deal with in the 4 years TIS. [ SPC/CPL, 25, male, married, no children, 19-24 months w/company ]

I feel that the soldiers in my battalion are not being taken care of by their chain of command and do not get the amount of credit that they deserve. [ PFC, 19, male, single, no children, 4- 6 months w/company ]

A lot of soldiers work hard, & in my opinion the waivers were not fairly, but it seems to be partialities we were always been threatening & there was" no" motivation by the leaders towards the soldiers. [ Rank not specified, 32, male, married, 1 child, length of assignment not specified ]

I feel we have a very poor NCO support channel. [ SPC/CPL, 23, male, single, no children, 19-24 months w/company ]

Leaders who failed to keep soldiers informed. this caused the perception that the unit did not care about soldiers. [ SFC, 45, male, married, no children, 7-12 months w/company ]

This experience hasn't been a great one mostly because of my chain of command. There are always last minute changes and we continue to do things that don't always benefit the unit. These things also affect the units morale. [ PFC, 20, male, single, no children, 13-18 months w/company ]

I have really learned a lot about the Army here. It has confirmed my prior beliefs that the Army is not for me. I've also learned that "friend" & "Army" is contradiction in terms. Also for NCO's especially in my own section could care less about me or any of the lower enlisted & they make us do 95% of the work on our own & like to take all credit for the good & when they do decide to work if they mess up they pass it off to some lower enlisted. They're lazy & they don't care & they don't listen to us or take us seriously. [ PFC, 22, female, single, no children, 7-12 months w/company ]

The platoon is great. The plt. Sgt. is awesome I love him, like a father. My plt. leader is great and he's like my best friend. If I ever need help he would be there for me. I made a lot of money, I got to lift weights. laundry is free. [ SPC/CPL, 22, male, separated or divorced, no children, more than two years w/company ]

Learned better how a division and division staff, learned not to be a division staff. [ CPT, 27, male, married, no children, 7-12 months w/company ]

Leadership did not keep troops informed, caused major problems. Nothing was geared for the night shift ( sleep, PX, Laundry, shops ). [ SSG, 31, male, married, 3 children, 13-18 months w/company ]

I strongly feel that if I killed myself that someone would look at the problems in my unit harder than they do now. My stress comes from not being able to change things in my unit. Like BN.BDE and even CO level decisions that are not legally or morally right. [ SGT, 27, male, married, 2 children, 7-12 months w/company ]

We have no time off, leadership that is clueless and/or unresponsive and disconnected from the real lives of their soldiers, continual changes in mission timetables and lack of communication made this mission that much more difficult. [ PFC, 19, male, single, no children, 13-18 months w/company ]

Just because a person has a college degree doesn't mean that the person will be a good leader. [ PFC, 22, male, married, no children, more than two years w/company ]

We have all been lied to by our commander. ( About mine fields) We have been unnecessarily been placed in harms way. [ SSG, 27, male, married, 3 children, 19-24 months w/company ]

The negative is a lack of leadership among officers + NCO's. There is no esprit de corps within this unit. Neither is there any comradeship or taking care of each other within the unit. It is every man for himself. There is a lack of respect for lower enlisted ranks. This is noticeable in ranks E-6 + above. How can I respect an E-7, when he treats you like your a child? By this, I mean he yells at you in front of your peers for not sweeping right. [ SPC/CPL, 33, male, married, no children, 4-6 months w/company ]

I work with some great soldiers. My men are professionals and work hard. [ 1L7, 26, male, single, no children, 0-3 months w/company ]

I was just another body rather than able to exercise my skills as a leader, rather having to follow with out any input to better the mission or ease hardship on soldiers. [ SSG, 33, male, married, 4 children, 19-24 months w/company ]

I witnessed true team work and pride in what soldiers around me accomplished and being part of an improvement in the lives of the Bosnia people Serb and Muslim. [ SFC, 37, male, married, 3 children, more than two years w/company ]

I am constantly placed in an ethical dilemmas daily in front of my soldiers. I do not respect my chain-of-command. I expect my chain-of-command to be totally dedicated to the unit and their soldiers. Daily we violate the Dayton Peace Award, and I am placed with the dilemma of loyalty to the unit and commander, or the mission. I've witnessed bribes given to the FWF of giving them fuel and Class IV due to my commanders inability to persuade the FWF to abide by the DPA. This makes myself and other leaders at the platoon level feel very poorly about ourselves. In closing, every soldier has the right to good professional leadership. Until we have this, this mission should be terminated . We are currently serving no purpose toward this mission. [ SFC, 33, male, married, 2 children, 7-12 months w/company ]  
Platoon leader was a very challenging and rewarding job here in Bosnia. I really felt involved and learned a lot during my time here. [ PV2, 26, male, single, no children, more than two years w/company ]

The units have the ability to operate and gel as a team without distractions that going home and weekends cause. [ MSG/ISG, 36, male, married, no children, 7-12 months w/company ]

I've grown as a person and as a soldier. I handle responsibility better. [ PFC, 20, male, single, no children, 13-18 months w/company ]

Poor leadership. Not enough help. [ SGT, 32, male, separated or divorced, 2 children, 7-12 months w/company ]

My battalion Commander and Battalion CSM are the best I have ever worked with, and I would follow them anywhere, anytime. [ Sgt., 28, male, married, 2 children, 13-18 months w/company ]

My commander for the most part is an example of poor leadership i.e., does not effectively spread the work load over the whole company, does not care for the morale of his men, repeatedly embarrassed the company with high profile mistakes. [ SGT, 27, male, married, no children, more than two years w/company ]

Problems with the chain of command above me is difficult to explain. My commanders look for stuff for us to do when we are having trouble enough accomplishing normal stuff with my current personnel deficits. [ 1L7, 24, male, single, no children, more than two years w/company ]

Commanders should have same living conditions as their soldiers. ( Should sleep on a cot like the rest of the soldiers instead of a full sized bed. ) [ SSG, 29, male, married, 3 children, 7-12 months w/company ]

## Meals

Facilities are good/ Food is good. [ MAJ, 37, male, married, 2 children, length of assignment not specified ]

Excellent chow and living conditions for deployment. [ SGT, 31, male, married, 4 children, more than two years w/company ]

Chow is bad some days. [ SPC/CPL, 24, male, married, 1 child, 13-18 months w/company ]

The food is much better in the mess halls. The money is good. [ SGT, 28, male, married, 2 children, 19-24 months w/company ]

- Free food. [ SSG, 32, male, married, no children, more than two years w/company ]

The food has been outstanding. [ SPC/CPL, 22, male, single, no children, 7-12 months w/company ]



The leaders don't say anything positive and is mostly negative. We don't have a date of return and this really bothers me. I have nothing to look forward too. [ SGT, 42, male, married, 3 children, 4-6 months w/company ]

## **R&R / Leave**

We will receive only two weeks block leave upon our return, whenever that is. We did not receive the required two weeks of leave for units deployed longer than that. [ SGT, 27, male, married, no children, more than two years w/company ]

No extended weekends for this deployment only leave starting 15 May. [ SSG, 32, male, married, 3 children, more than two years w/company ]

I feel I am not getting my share of days. I should of left on the 24th with two other people I work with. [ SPC/CPL, 21, male, single, no children, more than two years w/company ]

The worst thing is constant changes in deployment redeployment dates. Spending 7 days at the ISB when everything can get done in 3. To many people in Key position worried about looking good then mission accomplishment and to many double and triple standards. [ SSG, 30, male, married, no children, 7-12 months w/company ]

Not receiving R&R and being separated from my family for almost entire 6 months. I believe our entitlements should increase. [ SFC, 37, male, married, 3 children, more than two years w/company ]

Being deployed over 179 days and the unit wants to send us to graf before going home. Not being informed about when we leave. Dates for graf keep changing. [ SPC/CPL, 22, male, separated or divorced, no children, more than two years w/company ]

I feel that not enough effort was given by chain of command to get soldiers on R&R although our first SGT went for 2 weeks. I feel our duty at CPAZ is over looked and we get no credit by anyone. [ SPC/CPL, 21, male, single, no children, 7-12 months w/company ]

The long hours are quite tough and the days are virtually non existent. Being able to sleep under the blue moon is a help. Well thanx for your observation. [ PFC, 20, male, single, no children, 7-12 months w/company ]

I noticed that in OJE, not very many R&R's were given to soldiers, yet E-8 and above were going on them once even twice sometimes. [ PFC, 19, male, single, no children, 13-18 months w/company ]  
MI firmly believe this country cares very little if not none at all about the soldiers family and even the soldier him/herself again at common level. [ SPC/CPL, 23, male, married, 1 child, 19-24 months w/company ]

Uncertainties of leave, amount and time. [ SPC/CPL, 21, male, single, no children, 13-18 months w/company ]

Don't like not knowing when we were going to leave, just found out for sure. [ SSG, 24, male, married, 2 children, more than two years w/company ]

- I think that going home should be planned better than it was. Replacements should be assigned sooner and better. [ SPC/CPL, 20, male, other, no children, 4-6 months w/company ]

As active soldier on TCS orders, I want to know my return date to my unit/family. Not knowing when they have to return me is causing stress. Tendency is to be abused as we are attached for??? months. I will never volunteer for a deployment again. This is my 4th major deployment since '91. [ CPT, 38, male, married, no children , 03 months w/company ]

More living space/area/ conditions. Need designated days off. Shorter tour ( like Airforce has ), different R&R opportunities. Opportunity to see country/ ( A.O. ). [ SPC/CPL, 20, male, single, no children, 4-6 months w/company ]

I think leaders and other soldiers need to help and take care of each other better. [ SPC/CPL, 25, male, married, 2 children, 13-18 months w/company ]

One thing that would help me in my case is knowing exactly a departure date. I believe this is important to soldiers, so they have something to look forward to. Try and stick to these departure dates for soldiers and family's sake. I support the Army with my all but do not agree with deployment peace keeping. [ SSG, 25, male, married, 2 children, 0-3 months w/company ]

They didn't tell us when we were leaving until about half way through. [ SPC/CPL, 27, male, single, no children, 13-18 months w/company ]

Opportunities for LV/PASS/ DAYS OFF are lousy // keeping people out of central region seems unnecessary!! [ SSG, 35, male, separated or divorced, 3 children, more than two years w/company ]

## Appendix B

### Operation Joint Guard Soldier Survey

# Operation Joint Endeavor- Deployment Assessment Questionnaire

Walter Reed Army Institute of Research, Washington, DC 20307-5100

## Privacy Act Information

- 1) **Authority:** 10 U.S.C. Sections 136 and 552a; Executive Order 9397
- 2) **Purpose:** The Department of the Army is conducting a survey of US Army soldiers to assess the stressors, adaptation, and well-being of soldiers.
- 3) **Uses:** I understand the purpose of this study is to develop information to benefit soldiers and their families. I also understand that I may not directly benefit as a result of participating in this study.
- 4) **Disclosure:** I consent to the use of my answers by the staff of the Walter Reed Army Institute of Research to compile statistics of group data. I understand that any data from which I could be recognized will not be available to anyone other than the professional staff conducting this study. I understand I have the right to withdraw my consent to participate in this study at any time.

Signature: \_\_\_\_\_

Date of Birth: \_\_\_\_\_

Year/Month/Day

Please fill in the bubble which corresponds to your answer. Please be sure to fill in the middle of the bubble like the example.

PROPER MARK:



**SOCIAL SECURITY NUMBER:** Please write the numbers in the boxes and fill in the bubbles below.

--	--	--	--	--	--	--	--	--	--	--

0				0				0			
1				1				1			
2				2				2			
3				3				3			
4				4				4			
5				5				5			
6				6				6			
7				7				7			
8				8				8			
9				9				9			

**Current Location:**

- 0.0% Hungary
- 1.0% Croatia
- 99.0% Bosnia
- 0.0% Other \_\_\_\_\_

**Current Date:**

- 0.0% January 1997
- 0.0% February 1997
- 95.0% March 1997
- 5.0% April 1997

## GENDER:

92.0% Male  
8.0% Female

What is your current **MARITAL STATUS**?

37.0% Single    7.0% Separated or Divorced  
55.0% Married    1.0% Other

**ETHNIC GROUP :**

58.0% White                      2.0% Asian  
21.0% African American    2.0% Multi-racial  
11.0% Hispanic                6.0% Other

Please indicate YOUR UNIT:

Battalion/Squadron: \_\_\_\_\_

Company/Battery/Troop: \_\_\_\_\_

Platoon: \_\_\_\_\_

Section/Squad/ Crew: \_\_\_\_\_

## Number of CHILDREN living at Home:

0    1    2    3    4    5+  
55.0% 18.0% 16.0% 8.0% 2.0% 1.0%

## Location of unit prior to deployment:

95.0% Germany  
0.0% Italy  
0.0% Other OCONUS  
5.0% CONUS

## Primary MOS/SSI:

--	--	--

Are the majority  
of your duties  
related to your  
primary MOS?

37.0% yes 63.0% no

Highest level of **CIVILIAN EDUCATION**?

1.0% Some High School  
73.0% High School Diploma/GED  
9.0% Vocational/Technical Diploma  
15.0% College Graduate (4 years)  
2.0% Graduate Degree

In the last 3 years, how many times have  
you deployed for 3 months or more?

38.0% 0    6.0% 3    0.0% 6  
37.0% 1    2.0% 4    0.0% 7  
16.0% 2    1.0% 5    0.0% 8 or more

**RANK/GRADE:**

E1 -E4 52.0%

E5-E9 12.0%

WO1-WO5 1.0%

O1-O3 7.0%

O4-O5 1.0%

## Prior to this deployment, were you serving:

99.0% Active Duty Army  
0.5% Army National Guard  
0.2% Army Individual Reservist

How long have you been assigned to  
your current unit?

4.0% 0-3 months  
15.0% 4-6 months  
22.0% 7-12 months  
23.0% 13-18 months  
13.0% 19-24 months  
23.0% More than 2 years

When did you  
deploy?When do you expect  
to re-deploy?

3.0% Before Oct 96    14.0% Do Not Know  
82.0% Oct 96        0.0% Feb 97  
4.0% Nov 96        11.0% Mar 97  
4.0% Dec 96        75.0% Apr 97  
4.0% Jan 97  
2.0% Feb 97  
1.0% Mar 97  
0.0% Apr 97

When did you take your **TWO** week  
R & R ?

0.0% Oct 96  
0.0% Nov 96  
2.0% Dec 96  
2.0% Jan 97  
1.0% Feb 97  
0.0% Mar 97  
95.0% Have not yet taken

**AGE** (last birthday):

17-21 19.0%  
22-26 39.0%  
27-31 22.0%  
32-36 13.0%  
37-41 5.0%  
42-46 1.6%  
47-51 0.2%  
52+ 0.2%

Please use the following scale to tell us how much you  
AGREE or DISAGREE with the statements below.

	STRONGLY DISAGREE	DISAGREE	CAN'T SAY	AGREE	STRONGLY AGREE
Most of my tasks are clearly defined .....	4.0	15.0	11.0	61.0	9.0
My leaders keep our unit informed about our mission .....	7.0	15.0	13.0	57.0	8.0
I understand my unit's current mission. ....	3.0	7.0	11.0	64.0	15.0
The amount of work I am asked to do is fair. ....	5.0	13.0	13.0	59.0	10.0
I never seem to have enough time to get everything done .....	8.0	44.0	19.0	22.0	7.0
I believe in the value of this operation. ....	17.0	20.0	21.0	33.0	9.0
It is important that the US military be involved in this operation .....	19.0	25.0	24.0	26.0	6.0
I talk up the Army to my friends as a great organization .....	12.0	22.0	27.0	31.0	8.0
I feel responsible for my job performance. ....	1.0	2.0	5.0	50.0	42.0
I am committed to my job. ....	2.0	3.0	8.0	49.0	38.0
I know exactly what is expected of me on my job .....	2.0	5.0	11.0	58.0	24.0
I am very satisfied with my job in the Army .....	10.0	19.0	19.0	40.0	12.0
I think that what the US military is doing during this operation is important. ....	14.0	18.0	25.0	35.0	8.0
I am proud to tell others that I am part of the Army .....	4.0	6.0	18.0	50.0	22.0
The training I received for this operation was adequate .....	7.0	12.0	14.0	57.0	10.0
I feel comfortable in the role of peacekeeper .....	11.0	16.0	20.0	46.0	7.0
I am satisfied with the kind of work I do on my job .....	7.0	14.0	16.0	51.0	12.0
What I am doing during this deployment helps accomplish this mission .....	5.0	7.0	17.0	49.0	22.0
It is my duty to perform well on this mission .....	1.0	1.0	5.0	50.0	43.0
The rules of engagement on this mission are clear. ....	2.0	6.0	8.0	57.0	27.0
My closest relationships are with soldiers in my unit. ....	12.0	21.0	15.0	38.0	14.0
There are soldiers in my unit that I can go to for help when I have a personal problem ....	8.0	12.0	18.0	48.0	14.0
There are soldiers in my unit that would lend me money in an emergency .....	4.0	7.0	25.0	48.0	16.0
There are soldiers in my unit that I choose to spend time with during non-duty hours .....	5.0	10.0	12.0	57.0	16.0
There are soldiers in my unit that I would consider my friends. ....	3.0	6.0	14.0	59.0	18.0
I feel that what I am doing during this deployment is important. ....	10.0	13.0	21.0	44.0	12.0
I feel adequately trained to do the jobs I've been assigned to perform. ....	3.0	6.0	11.0	61.0	19.0
I feel obligated to do well on this mission. ....	2.0	2.0	11.0	53.0	32.0
I am making a real contribution to accomplishing this mission. ....	5.0	6.0	21.0	48.0	20.0
I know what I have to do to perform my job .....	1.0	2.0	7.0	62.0	28.0
I like my job in the Army .....	10.0	14.0	17.0	45.0	14.0
I really care about the fate of the Army. ....	4.0	5.0	21.0	47.0	23.0
I think my unit does a better job than most US Army units. ....	12.0	14.0	39.0	24.0	11.0
The guidelines for how to act on this mission are clear .....	2.0	7.0	13.0	65.0	13.0
I have real confidence in my unit's ability to perform its mission. ....	4.0	7.0	21.0	54.0	14.0
I want to get out of the Army before the end of my current enlistment/tour. ....	28.0	33.0	25.0	8.0	6.0
I approach my job with a feeling of determination .....	2.0	5.0	15.0	57.0	21.0

Please use the following scale to tell us how much you  
AGREE or DISAGREE with the statements below.

	STRONGLY DISAGREE	DISAGREE	CAN'T SAY	AGREE	STRONGLY AGREE
How well I do in my job matters a great deal to me. ....	1.0	2.0	7.0	44.0	46.0
I would use mental health services/counseling if needed. ....	8.0	11.0	28.0	42.0	11.0
I have so much work to do, I cannot do everything well. ....	11.0	55.0	19.0	13.0	2.0
My unit is regularly briefed by our leaders about our missions. ....	5.0	16.0	24.0	48.0	7.0
My leaders regularly brief our unit on what we have achieved on our missions. ....	6.0	19.0	20.0	49.0	6.0
Morale in my unit is good right now. ....	18.0	23.0	20.0	34.0	5.0
How things are going in my job has a big influence on my morale. ....	3.0	7.0	11.0	54.0	25.0
I want to stay in the Army after my current enlistment/tour. ....	9.0	10.0	28.0	39.0	14.0
I want to make the Army a career. ....	9.0	17.0	22.0	30.0	22.0
I think the level of training in my unit is high. ....	9.0	22.0	29.0	28.0	12.0
I feel that mental health services/counseling are available if needed. ....	2.0	5.0	25.0	57.0	11.0
Participation in religious services is important to me. ....	5.0	18.0	25.0	44.0	8.0
Private prayer helps me face life. ....	22.0	10.0	32.0	20.0	16.0
This mission is just as important as the previous IFOR mission. ....	18.0	10.0	32.0	25.0	15.0
I believe that this deployment has hurt my relationships with my family members. ....	12.0	30.0	26.0	19.0	13.0
I believe that the leaders in my unit care about families. ....	17.0	20.0	29.0	28.0	6.0
My personal morale is good right now. ....	10.0	16.0	15.0	48.0	11.0
I feel my spouse/family will cope well while I am deployed. ....	6.0	10.0	32.0	42.0	10.0
The Army cares for families during deployments. ....	16.0	19.0	37.0	26.0	2.0
I feel like a US presence is still needed in the former Yugoslavia. ....	26.0	21.0	23.0	24.0	6.0
IFOR is making additional contributions to a lasting peace in the former Yugoslavia. ....	14.0	11.0	35.0	32.0	8.0
<b>The officers in my unit. . .</b>					
establish clear work objectives. ....	7.0	15.0	26.0	48.0	4.0
are interested in my personal welfare. ....	13.0	20.0	27.0	35.0	5.0
delegate work effectively. ....	9.0	19.0	29.0	39.0	4.0
let soldiers know when they have done a good job. ....	10.0	18.0	20.0	45.0	7.0
are interested in what I think and how I feel about things. ....	17.0	20.0	27.0	30.0	6.0
<b>The NCOs in my unit. . .</b>					
establish clear work objectives. ....	3.0	9.0	15.0	64.0	9.0
are interested in my personal welfare. ....	6.0	12.0	22.0	49.0	11.0
delegate work effectively. ....	6.0	13.0	16.0	57.0	8.0
let soldiers know when they have done a good job. ....	6.0	12.0	12.0	59.0	11.0
are interested in what I think and how I feel about things. ....	11.0	16.0	19.0	45.0	9.0

Think about your life right now and rate how much TROUBLE OR CONCERN is caused by:

	NONE AT ALL	A LITTLE BIT	MODERATE	QUITE A BIT	EXTREME	NOT APPLICABLE
Marital or relationship problems.....	32.0	21.0	16.0	13.0	9.0	9.0
Your child or children.....	30.0	12.0	9.0	9.0	6.0	34.0
Financial matters.....	43.0	22.0	17.0	10.0	4.0	4.0
Medical problems of your family or close friend.....	47.0	14.0	13.0	10.0	6.0	10.0
Uncertainty of date of return.....	39.0	21.0	13.0	10.0	13.0	4.0
Living conditions.....	40.0	23.0	20.0	10.0	6.0	1.0
Being away from home/family.....	14.0	20.0	24.0	23.0	18.0	1.0
Lack of time off.....	23.0	22.0	23.0	16.0	15.0	1.0
Number of hours you work.....	31.0	21.0	22.0	13.0	12.0	1.0
Lack of personal privacy.....	19.0	20.0	21.0	17.0	21.0	2.0
Difficult weather conditions.....	44.0	25.0	19.0	6.0	4.0	2.0
Chance of being wounded or killed.....	49.0	26.0	14.0	5.0	5.0	1.0
Lack of sleep.....	41.0	26.0	18.0	8.0	5.0	2.0
Fear of falling behind in educational goals.....	30.0	20.0	19.0	15.0	14.0	2.0
Time you have spent away from home.....	15.0	20.0	19.0	22.0	23.0	1.0
Sexual harassment.....	76.0	8.0	5.0	2.0	3.0	6.0
Not being allowed to drink alcohol.....	58.0	14.0	9.0	6.0	8.0	5.0
Other (please write in):.....	23.0	2.0	8.0	9.0	31.0	27.0

Over the Past TWO Weeks, how well have you coped with the stress in your life?

3.0% Very Poorly 7.0% Somewhat Poorly 28.0% Moderately 39.0% Quite Well 23.0% Extremely Well

How often do you the following when you feel stressed? Please use the scale below:

1 = Never 2 = Seldom 3 = Sometimes 4 = Often 5 = Always

	1	2	3	4	5		1	2	3	4	5
Smoke cigarettes.....	55.0	8.0	9.0	12.0	16.0	Turn to my religious beliefs	31.0	24.0	21.0	12.0	12.0
Become apathetic or just don't care..	28.0	29.0	26.0	11.0	6.0	Daydream.....	24.0	31.0	23.0	14.0	9.0
Withdraw physically from the situation.	37.0	29.0	24.0	7.0	3.0	Turn to prayer or spiritual					
Just try to ignore it.....	24.0	24.0	32.0	14.0	6.0	thoughts....	32.0	25.0	20.0	13.0	10.0
Change what's causing the stress...	11.0	15.0	39.0	25.0	10.0	Do extra PT.....	23.0	20.0	30.0	18.0	9.0
Feel challenged.....	15.0	18.0	40.0	20.0	7.0	Complain to others.....	19.0	32.0	31.0	12.0	6.0
Look for information about possible						Seek religious guidance..	48.0	28.0	14.0	5.0	5.0
choices.....	10.0	14.0	31.0	30.0	7.0	Avoid thinking about the					
Feel responsible for the outcome.....	13.0	15.0	31.0	26.0	15.0	problem....	24.0	32.0	32.0	9.0	3.0
Decide what needs to be done.....	7.0	8.0	28.0	38.0	19.0	Talk with a unit chaplain..	67.0	21.0	8.0	2.0	2.0



Below is a list of problems and complaints that people sometimes have. Read each one carefully, and select the bubble that best describes how much DISCOMFORT that problem has caused you DURING THE PAST WEEK.

	NONE	A LITTLE BIT	MODERATE	QUITE A BIT	EXTREME
Nervousness or shakiness inside .....	69.0	17.0	8.0	4.0	2.0
Faintness or dizziness .....	88.0	7.0	3.0	1.0	1.0
The idea that someone else can control your thoughts. ....	83.0	7.0	5.0	3.0	2.0
Feeling others are to blame for most of your troubles. ....	67.0	18.0	8.0	4.0	3.0
Trouble remembering things .....	51.0	31.0	9.0	7.0	2.0
Feeling easily annoyed or irritated. ....	29.0	33.0	18.0	13.0	7.0
Pains in the heart or chest. ....	82.0	10.0	5.0	2.0	1.0
Feeling afraid in open spaces .....	90.0	5.0	3.0	1.0	1.0
Thoughts of ending your life. ....	91.0	4.0	3.0	1.0	1.0
Feeling that most people cannot be trusted. ....	44.0	22.0	14.0	10.0	10.0
Poor appetite .....	63.0	21.0	9.0	4.0	3.0
Suddenly scared for no reason. ....	90.0	6.0	2.0	1.0	1.0
Temper outbursts that you could not control. ....	68.0	19.0	7.0	3.0	3.0
Feeling lonely even when you are with people. ....	50.0	23.0	13.0	8.0	6.0
Feeling blocked in getting things done. ....	58.0	23.0	11.0	6.0	2.0
Feeling lonely. ....	41.0	28.0	14.0	9.0	8.0
Feeling no interest in things .....	54.0	26.0	10.0	6.0	4.0
Feeling blue .....	49.0	29.0	11.0	6.0	5.0
Feeling fearful .....	83.0	11.0	4.0	1.0	1.0
Your feelings being easily hurt .....	73.0	16.0	6.0	3.0	2.0
Feeling that people are unfriendly or dislike you .....	63.0	21.0	7.0	5.0	4.0
Feeling inferior to others. ....	77.0	13.0	6.0	3.0	1.0
Nausea or upset stomach. ....	76.0	14.0	6.0	3.0	1.0
Feeling that you are watched or talked about by others. ....	62.0	19.0	9.0	6.0	4.0
Trouble falling asleep .....	60.0	19.0	9.0	7.0	5.0
Having to check or double-check what you do. ....	53.0	29.0	11.0	5.0	2.0
Difficulty making decisions. ....	70.0	21.0	6.0	2.0	1.0
Feeling afraid to travel. ....	90.0	5.0	3.0	1.0	1.0
Trouble getting your breath. ....	88.0	8.0	2.0	1.0	1.0
Hot or cold spells .....	89.0	6.0	3.0	1.0	1.0
Having to avoid certain things, places or activities because they frighten you .....	91.0	5.0	2.0	1.0	1.0
Your mind going blank. ....	67.0	21.0	7.0	3.0	2.0
Numbness or tingling in parts of your body. ....	78.0	12.0	5.0	3.0	2.0
The idea that you should be punished for your sins. ....	83.0	9.0	4.0	2.0	2.0
Feeling hopeless about the future. ....	73.0	16.0	4.0	4.0	3.0
Trouble concentrating. ....	59.0	24.0	10.0	4.0	3.0
Feeling weak in parts of your body. ....	73.0	15.0	7.0	4.0	1.0

Below is a list of problems and complaints that people sometimes have. Read each one carefully, and select the bubble that best describes how much DISCOMFORT that problem has caused you DURING THE PAST WEEK.

	NONE	A LITTLE BIT	MODERATE	QUITE A BIT	EXTREME
Feeling tense or keyed up. ....	45.0	31.0	13.0	7.0	4.0
Thoughts of death or dying. ....	84.0	9.0	3.0	3.0	1.0
Having urges to beat, injure or harm someone. ....	59.0	19.0	7.0	8.0	7.0
Sleep that is restless or disturbed. ....	54.0	22.0	11.0	8.0	5.0
Having urges to break or smash things. ....	64.0	17.0	7.0	7.0	5.0
Feeling very self-conscious with others. ....	68.0	18.0	8.0	4.0	2.0
Feeling uneasy in crowds. ....	74.0	14.0	6.0	3.0	3.0
Never feeling close to another person. ....	67.0	17.0	8.0	5.0	3.0
Spells of terror or panic. ....	92.0	5.0	2.0	1.0	0.0
Getting into frequent arguments. ....	63.0	21.0	9.0	5.0	2.0
Feeling nervous when you are alone. ....	90.0	7.0	1.0	1.0	1.0
Others not giving you proper credit for your achievements. ....	50.0	21.0	13.0	9.0	7.0
Feeling so restless you couldn't sit still. ....	69.0	16.0	9.0	4.0	2.0
Feelings of worthlessness. ....	78.0	12.0	5.0	2.0	3.0
Feeling that people will take advantage of you if you let them. ....	48.0	22.0	12.0	10.0	8.0
Feelings of guilt. ....	78.0	13.0	4.0	2.0	3.0
The idea that something is wrong with your mind. ....	78.0	11.0	4.0	3.0	4.0

On average, how many DAYS A WEEK have you worked in the PAST MONTH?

0.0%	1	2.0%	4	64.0%	7
0.0%	2	5.0%	5		
1.0%	3	28.0%	6		

On average, how many HOURS A DAY have you worked in the PAST WEEK?

12.0%	7 or less	6.0%	13
14.0%	8	10.0%	14
8.0%	9	6.0%	15
12.0%	10	4.0%	16
5.0%	11	1.0%	17
16.0%	12	6.0%	18 or more

On average, how many HOURS A NIGHT have you slept in the PAST WEEK?

0.0%	1 or less	20.0%	5
0.0%	2	34.0%	6
2.0%	3	24.0%	7
7.0%	4	13.0%	8 or more

On average, how many cigarettes do you smoke PER DAY?

0 - 10 77%

11 - 20 19%

21+ 5%

Please indicate if you experienced the following physical health symptoms over the PAST MONTH? If YES, how often?

	NO	YES		
		A Little	Often	Very Often
Head colds. ....	51.0	36.0	11.0	2.0
Sinus troubles. ....	45.0	32.0	15.0	8.0
Sore throat. ....	55.0	34.0	8.0	3.0
Constipation. ....	82.0	13.0	4.0	1.0
Headaches. ....	36.0	41.0	16.0	7.0
Back problems. ....	51.0	29.0	12.0	8.0
Allergies. ....	81.0	12.0	4.0	3.0
Taking medications to sleep or calm down. ....	94.0	3.0	1.0	2.0
Cough. ....	47.0	38.0	11.0	4.0
Chills/Fever. ....	77.0	18.0	3.0	2.0
Diarrhea. ....	73.0	21.0	5.0	1.0
Eye/ear/nose problems. ....	74.0	18.0	6.0	2.0
Muscle aches or cramps. ....	53.0	33.0	10.0	4.0
Hoarseness. ....	85.0	12.0	2.0	1.0
Dizziness. ....	85.0	12.0	2.0	1.0
Skin rash. ....	78.0	14.0	5.0	3.0
Weight loss/gain. ....	58.0	31.0	8.0	3.0
Menstrual difficulties (women only). ....	89.0	6.0	3.0	2.0
Urinary infections. ....	97.0	2.0	0.0	1.0
Sweaty/wet/clammy hands. ....	87.0	9.0	2.0	2.0
Muscle twitching/trembling. ....	80.0	15.0	4.0	1.0
Rapid heartbeat (not exercising). ....	88.0	8.0	3.0	1.0
Crying easily. ....	93.0	4.0	2.0	1.0
Overly tired/lack of energy. ....	55.0	27.0	12.0	6.0
Other (please write in): _____	82.0	2.0	5.0	11.0

How many days DURING THE PAST WEEK have you had each of the following FEELINGS OR EXPERIENCES?

	NUMBER OF DAYS							
	0	1	2	3	4	5	6	7
Felt you couldn't get going. ....	49.0	16.0	14.0	8.0	4.0	3.0	2.0	4.0
Felt sad. ....	51.0	15.0	10.0	8.0	5.0	3.0	2.0	6.0
Had trouble getting or staying asleep. ....	50.0	11.0	8.0	9.0	6.0	4.0	3.0	9.0
Felt everything was an effort. ....	58.0	13.0	8.0	7.0	3.0	3.0	1.0	7.0
Felt lonely. ....	47.0	13.0	8.0	9.0	5.0	4.0	2.0	12.0
Felt you couldn't shake the blues. ....	67.0	9.0	7.0	5.0	2.0	3.0	1.0	6.0
Trouble keeping your mind on what you were doing. ....	55.0	13.0	9.0	7.0	4.0	3.0	2.0	7.0

Below are statements about life that people often feel different about.  
Please show HOW MUCH YOU THINK EACH ONE IS TRUE. Give your  
own honest opinions. There are no right or wrong answers.

	Not True at All	A Little True	Quite True	Completely True
Most of my life gets spent doing things that are worthwhile .....	12.0	40.0	41.0	7.0
Planning ahead can help avoid most future problems .....	5.0	13.0	53.0	29.0
I don't like to make changes in my everyday schedule .....	23.0	44.0	26.0	7.0
Working hard doesn't matter, since only the bosses profit by it .....	46.0	31.0	14.0	9.0
Changes in routine are interesting to me .....	16.0	42.0	30.0	12.0
By working hard you can always achieve your goals .....	8.0	24.0	44.0	24.0
I really look forward to my work .....	19.0	44.0	30.0	7.0
If I'm working on a difficult task, I know when to seek help .....	4.0	15.0	57.0	24.0
Most of the time, people listen carefully to what I say .....	15.0	40.0	39.0	6.0
Trying your best at work really pays off in the end .....	12.0	30.0	41.0	17.0
It bothers me when my daily routine gets interrupted .....	24.0	49.0	19.0	8.0
Most days, life is really interesting and exciting for me .....	22.0	42.0	29.0	7.0
I enjoy the challenge when I have to do more than one thing at a time .....	15.0	37.0	37.0	11.0
I like having a daily schedule that doesn't change very much .....	23.0	44.0	25.0	8.0
When I make plans, I'm certain I can make them work .....	9.0	25.0	51.0	15.0

Please use this space to write your POSITIVE and NEGATIVE comments about your experience as part of Q15. The top half of this page is headed: (Please ignore "DO NOT WRITE ON THIS SIDE" message)

Thank you for your time!